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FITNESS AND RECREATION CAREER LADDER AFSC 741X1(U) AIR
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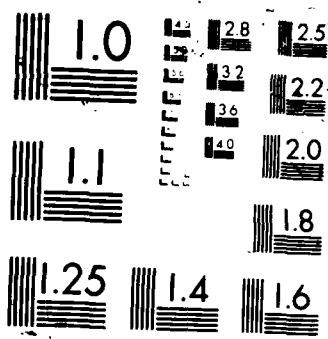
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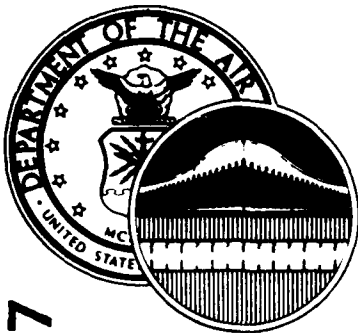
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UNITED STATES AIR FORCE

AD-A190 297

OCCUPATIONAL SURVEY REPORT

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FITNESS AND RECREATION CAREER LADDER

AFSC 741X1

AFPT 90-741-564

DECEMBER 1987

OCCUPATIONAL ANALYSIS PROGRAM
USAF OCCUPATIONAL MEASUREMENT CENTER
AIR TRAINING COMMAND
RANDOLPH AFB, TEXAS 78150-5000

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PREFACE

This report presents the results of an Air Force occupational survey of the Fitness and Recreation (AFSC 741X1) career ladder. Authority for conducting specialty surveys is contained in AFR 35-2. Computer products used in this report are available for use by operations and training officials.

Mr Dan Dreher developed the survey instrument, Ms Olga Velez provided computer programming support, and Ms Raquel A. Soliz provided administrative support. Lieutenant Mary Pearch analyzed the data and wrote the final report. This report has been reviewed and approved for release by Lieutenant Colonel Thomas E. Ulrich, Chief, Airman Analysis Branch, Occupational Analysis Division, USAF Occupational Measurement Center.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies may be requested from the Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB, Texas 78150-5000.

RONALD C. BAKER, Colonel, USAF
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SUMMARY OF RESULTS

1. Survey Coverage: Inventory booklets were administered worldwide to 1,228 AFSC 741X1 military personnel and 270 civilians in occupational series 0030, 0188, and 1056. The final survey sample includes 973 military personnel (65 percent of all assigned) and 100 civilians. Major commands are well represented in the survey sample.

2. Career Ladder Structure: Three major job areas are identified within the AFSC 741X1 career ladder. These job areas are Fitness and Athletic Specialists, Directors and Managers, and Recreation Center Personnel. Two other independent jobs are Fine Arts and Crafts Personnel and MWR Operations Superintendents. These latter two jobs represent very small, specialized groups which comprise only a small segment of the career ladder population.

3. Career Ladder Progression: All members of the AFSC 741X1 career ladder basically perform a technical job up through the 7-skill level. Management level duties are not fully assumed until individuals reach the 9-skill (Superintendent) level.

4. Career Ladder Documents: Since members in this career ladder only spend an average of 2 percent of their time managing base fitness level programs, AFR 39-1 Specialty Descriptions for all levels should be reviewed for the necessity of including this area. The description of 7-level personnel did not mention the performance of facilities maintenance tasks.

5. Training Analysis: The AFSC 741X1 Specialty Training Standard (STS) is extremely broad and overly concerned with management and general policies and procedures. We strongly recommend a Utilization and Training Workshop (U&TW) for revision of the STS.

6. Implications: The AFSC 741X1 career ladder is very heterogeneous in terms of jobs and tasks performed. AFR 39-1 Specialty Descriptions are generally accurate; however, a review is recommended concerning the inclusion of the base fitness program in all the descriptions. The STS needs to be reviewed; we recommend a U&TW. Job satisfaction has remained stable. Write-in comments indicate a desire for a 3-skill level technical school and less performance of maintenance duties.

OCCUPATIONAL SURVEY REPORT
FITNESS AND RECREATION CAREER LADDER
(AFSC 741X1)

INTRODUCTION

This is a report of an occupational survey of the Fitness and Recreation career ladder completed by the Occupational Analysis Division, USAF Occupational Measurement Center, in November 1987. The last occupational survey report was published in December 1979.

The career ladder functional manager at the Air Force Military Personnel Center (AFMPC) requested this survey to collect current data for use in examining several objectives being worked within the Morale, Welfare, and Recreation (MWR) community. One issue was to determine the extent of involvement of AFSC 741X1 personnel in fitness duties, since a new 2-week Fitness Specialist course was established at Keesler AFB in February 1986, and a new AF fitness program is pending approval. In addition, the functional manager was interested in comparing the amount of involvement of AFSC 741X1 personnel in recreational versus arts and crafts activities, and in determining if there are differences between the duties of CONUS and overseas personnel. The survey of civilians was added primarily to determine how civilians are being utilized throughout the MWR community so overall civilian career programs and training can be evaluated. *Keynotes: Job, Personnel, and Community*

The Recreation Specialist career ladder was created in 1954. The name was changed in 1976 to Recreation Services Specialist, and 741X1s staffed the craft centers, golf courses, child care centers, hobby shops, and bowling alleys, in addition to recreation centers and gyms. In 1984, the name was changed again to Fitness and Recreation Specialist. Military personnel are now responsible for running gyms and recreation centers, and civilians staff and run craft centers, golf courses, child care centers, hobby shops, and bowling alleys. Now the emphasis is shifting to the upcoming fitness program, and AFSC 741X1 personnel will become instructors and monitors for this program when it is fully implemented. *st 115*

Fitness and Recreation personnel plan, organize, conduct, and manage morale, welfare, recreation, and physical fitness programs. They are also tasked with promoting interest and participation in these programs, as well as publicizing activities and programs. They instruct in the use of specialized equipment and machinery, arrange for the maintenance of facilities and equipment, and supervise instruction and competition. Operating income-producing activities and establishing and ensuring effective controls for nonappropriated funds and supplies are also duties performed by AFSC 741X1 personnel.

The Fitness and Recreation career ladder is currently a category C-skill, and has no formal 3ABR entry-level course. There are, however, several advanced courses for personnel. The 2-week Fitness Specialist Course at Keesler AFB is available to 5-skill level members who are assigned as base

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fitness specialists or supervisors, or to civilians involved with the management of Air Force fitness programs. The 5-week, 4-day Recreation Supervisor course is available to MWR operations officers and NCOs, Chiefs of Recreation Services Branches, and civilians selected for recreation supervisory positions. There is also a Chief Morale-Welfare-Recreation course which is available to operations officers, operations NCOs, and selected civilians. This course lasts three weeks.

SURVEY METHODOLOGY

Data for this survey were collected using Job Inventory AFPT 90-741-564, dated October 1986. To develop the inventory, pertinent career ladder documents, the previous OSR, and the previous inventory were reviewed. A tentative task list was then validated through personal interviews with subject-matter experts in operational units at the following bases:

<u>BASE</u>	<u>REASON FOR VISIT</u>
Lackland AFB TX	Large local base
Keesler AFB MS	Technical school
Reese AFB TX	Small base
Laughlin AFB TX	Small base
Brooks AFB TX	Intermediate size local base
Cannon AFB NM	Intermediate size base
Luke AFB AZ	Large size base
Eglin AFB FL	Intermediate size base with marina

The resulting inventory listed 800 tasks grouped into 17 duty headings and several background questions asking for information about duty title, organizational level of assignment, duty AFSC, civilian occupational series, civilian grade, time in service, time in career ladder, job satisfaction, schedule, and equipment and vehicles used.

Survey Administration

From November 1986 to April 1987, Consolidated Base Personnel Offices at operational bases worldwide administered the surveys to military members. Civilian Personnel Officers administered the surveys to civilian members of

this career ladder. Military participants were selected from a computer-generated mailing list provided by the Air Force Human Resources Laboratory. A mailing list of eligible civilians was provided by the Air Force Civilian Personnel Management Center.

All individuals who filled out an inventory completed an identification and biographical information section first. Next, they went through the booklet and checked each task performed in their current job. Finally, they went back and rated each task they had checked on a 9-point scale reflecting relative time spent on each task compared to all other tasks. Ratings ranged from 1, which indicated a very small amount of time spent, to 9, which suggested a very large amount of time spent. The relative percent time spent on tasks for each inventory was computed by first totaling all rating values on the inventory. Then the rating for each task was divided by this total and the result multiplied by 100. The percent time spent ratings from all inventories were combined and used with percent member performing values to describe the various groups in the career ladder.

Survey Sample

Because the career ladder is fairly small, all eligible AFSC 741X1 and selected civilians in Occupational Series 0030 (Sports Specialist), 0188 (Recreation Specialist), and 1056 (Art Specialist) were asked to complete the survey. Personnel who had not held the DAFSC or civilian-equivalent job for at least 6 weeks, had not been working in their present job for at least 6 weeks, or were in PCS status were not considered eligible. For this study, 1,228 DAFSC 741X1 personnel were asked to complete the inventory. The final sample included 973 military respondents. This represents 65 percent of the total assigned military population. Table 1 shows how the military sample compares to the actual population of the career ladder in terms of the distribution across MAJCOMs. These data show a good representation of the overall career ladder population in the final survey sample. The survey was also sent to an additional 270 civilian personnel; 100 civilian respondents returned usable booklets.

Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Additional task factor information is needed for a complete analysis of the career ladder. To obtain the needed task factor data, selected senior personnel completed either a training emphasis (TE) or task difficulty (TD) booklet. These booklets were processed separately from the job inventories and the TE and TD data were used in several analyses discussed later in this report.

Training Emphasis (TE). TE is the amount of structured training that first-term DAFSC 741X1 personnel need to successfully perform their jobs. Structured training is defined as training provided by resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal OJT, or any other organized training method. Forty-two experienced Fitness

TABLE 1
COMMAND REPRESENTATION OF AFSC 741X1 SURVEY SAMPLE**

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED*</u>	<u>PERCENT OF SAMPLE</u>
SAC	27	29
TAC	16	18
ATC	15	15
USAFE	13	10
MAC	8	7
PACAF	6	5
AAC	4	4
AFSC	4	4
AIR UNIVERSITY	2	2
SPACECOM	2	2
USAFA	1	1
AFLC	1	1
HQ AF (PENTAGON)	1	1
AF ELEMENTS EUROPE	1	1

Total Assigned*	1,493
Total Number Eligible	1,228
Total in Sample	973
Percent of Assigned	65%
Percent of Eligible	79%

* As of October 1986

** Columns may not add up to 100 percent due to rounding

and Recreation personnel completed TE booklets. They rated the tasks in the inventory on a 10-point scale ranging from no training required (0) to much structured training required (9). Interrater reliability (as assessed through components of variance of standard group means) was .89, which indicates good agreement among raters.

When TE ratings are used with other information, such as percent members performing and task difficulty, they can provide insight into training requirements and help validate the need for organized training for the career ladder.

Task Difficulty (TD). TD is defined as the length of time the average airman takes to learn how to perform a task. Forty-eight experienced personnel rated the difficulty of the tasks in the inventory on a 9-point scale ranging from 1 (easy to learn) to 9 (very difficulty to learn). Ratings were adjusted so tasks have an average difficulty of 5.0 and a standard deviation of 1.0. Interrater reliability was .96, which indicates excellent agreement among raters.

SPECIALTY JOBS (Career Ladder Structure)

A USAF occupational analysis begins with an examination of the career ladder structure. This analysis is based on what personnel are doing in the ladder as determined from task responses, in contrast to official career ladder document definitions of their job. The job structure for the Fitness and Recreation career ladder was determined by performing a job type analysis of 1,073 survey respondents from the AFSC 741X1 career ladder. Based on task similarity and time spent, the jobs performed by Fitness and Recreation personnel broke into 24 different jobs. These jobs fell under three major job areas (see Figure 1): Fitness and Athletic Specialists, Directors and Managers, and Recreation Center Personnel. Two independent job areas were Fine Arts and Crafts Personnel and MWR Operations Superintendents. The stage (STG) number is a reference to computer-printed information. The letter "N" stands for the number of personnel in the group.

I. FITNESS AND ATHLETIC SPECIALISTS (STG055, N=382)

- A. Sports Directors (STG244 N=158)
- B. Facilities Maintenance Managers (STG196, N=6)
- C. Fitness Center Supervisors (STG257, N=6)
- D. Intramural Program Personnel (STG150, N=17)
- E. Recreational Maintenance Personnel (STG241, N=15)
- F. Weight Room Specialists (STG182, N=15)
- G. Gymnasium Attendants (STG116, N=16)

FITNESS AND RECREATION CAREER LADDER SPECIALTY JOBS (N=1073)

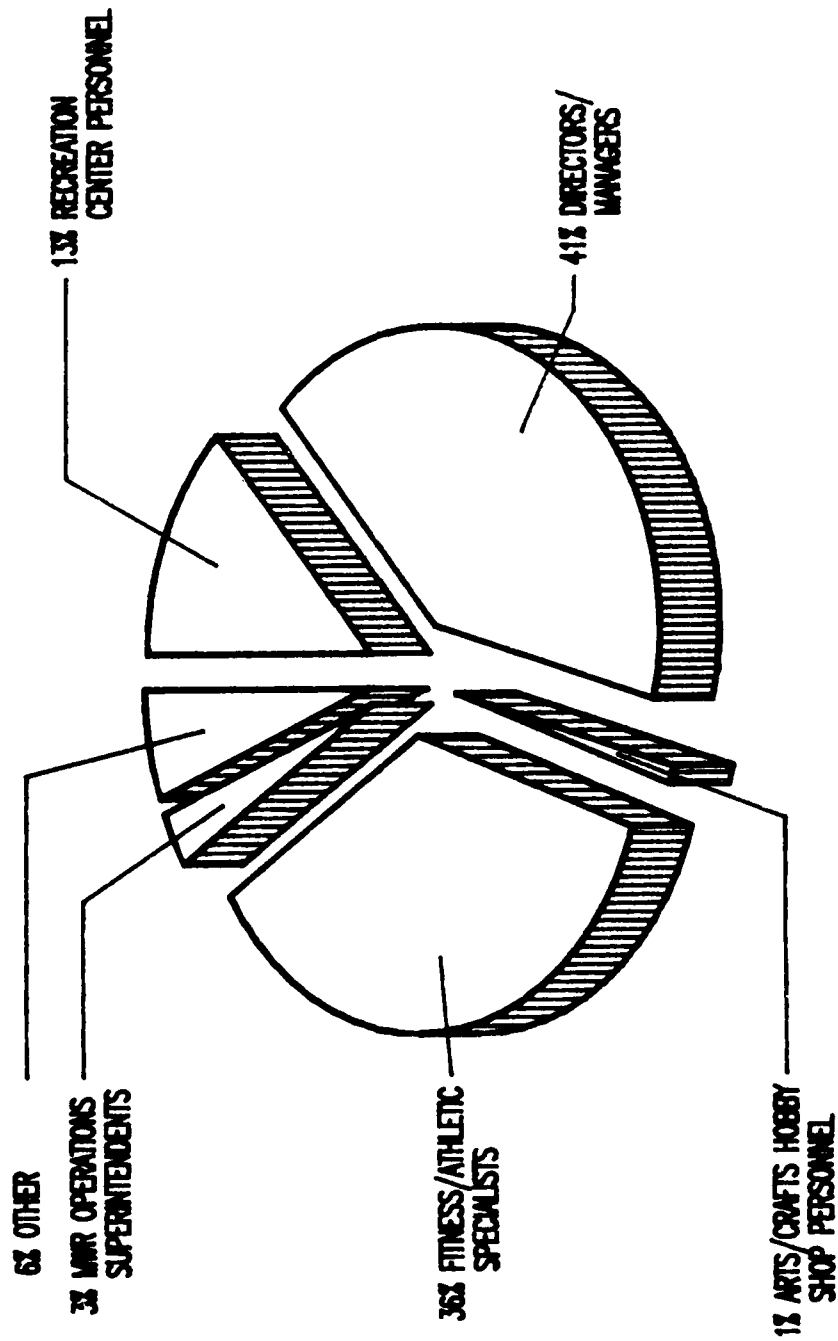


FIGURE 1

II. DIRECTORS AND MANAGERS (STG043, N=444)

- A. Food or Beverage Managers (STG224, N=11)
- B. Recreational Services Superintendents (STG266, N=42)
- C. Athletic NCOICs (STG242, N=17)
- D. Athletic Directors (STG362, N=103)
- E. Recreation Services NCOICs (STG394, N=29)
- F. Youth Sports Directors (STG263, N=8)
- G. Outdoor Recreation Managers (STG267, N=27)
- H. Recreation Center Directors (STG213, N=109)
- I. Arts and Crafts Directors (STG295, N=40)
- J. Ceramic and Woodshop Supervisors (STG232, N=6)
- K. Swimming Pool Managers (STG172, N=8)
- L. Outdoor Area Recreation Managers (STG252, N=13)

III. RECREATION CENTER PERSONNEL (STG033, N=140)

- A. Ticket and Tours Specialists (STG280, N=31)
- B. Snack Bar Personnel (STG240, N=17)
- C. Recreation Specialists (STG250, N=26)
- D. Recreation Center Supervisors (STG174, N=6)
- E. Food Program Specialists (STG276, N=5)

IV. FINE ARTS AND CRAFTS PERSONNEL (STG166, N=6)

V. MWR OPERATIONS SUPERINTENDENTS (STG060, N=33)

Ninety-four percent of the survey sample is included within these job areas. The remaining 6 percent performed tasks, or a series of tasks, that did not group with any of the defined job types. Some job titles given by these particular respondents include: Facilities Manager, Program Monitor, Post Theater Manager, and IG Inspector of Recreation Activities.

Career Ladder Overview

Overall, the Fitness and Recreation career ladder is very diverse. Personnel perform different duties according to where they are assigned. As a total, members spend a third of their time managing MWR programs, activities, and facilities; about a fourth of their time is equally split between performing indoor or outdoor maintenance functions and directing and implementing. Some common tasks performed by most job members include:

- Collect fees or charges for services or usage
- Participate in staff meetings
- Issue AF Forms 1297 (Temporary Issue Receipt)
- Dispose of trash
- Prepare bank deposit slips
- Police assigned areas
- Deposit monies in bank

Perform closing or fire checks of MWR facilities
Perform janitorial services in indoor or outdoor MWR
areas
Make distribution runs
Determine work priorities

The following paragraphs offer a brief description of each of the five major job areas identified in this analysis. Task lists for each of these job areas and specific job groups are given in Appendix A. Selected background information for the job areas is provided in Table 2. Table 3 shows the relative percent time members spend in each duty area.

Job Descriptions

I. FITNESS AND ATHLETIC SPECIALISTS (STG055, N=382). Almost all of these specialists are located in athletic offices and physical fitness centers. Many are also assigned to on-base outdoor recreation areas, swimming pools, outside maintenance crews, administrative offices, spas, or field houses. Besides spending about a third of their time managing MWR programs, they spend more time than any other group performing indoor and outdoor maintenance tasks (29 percent versus 10 percent for the next highest group). And, as their name implies, Fitness and Athletic Specialists spend more time than other groups directing and implementing Air Force Fitness Programs and officiating, instructing, and managing athletics. Common tasks performed include:

Clean athletic uniforms or towels
Sweep gym or racquet ball court floors
Line athletic fields, tracks, or courses
Store athletic uniforms, equipment, or supplies
Store barbells and weights after patron use
Issue or check in athletic equipment or supplies
Drag ball fields
Assign lockers

Of these personnel, 69 percent are in their first enlistment. They have an average grade of E-3 and a 5-skill level. Only 19 percent are supervising.

There are seven jobs within this major job area: Sports Directors (STG244), Facilities Maintenance Managers (STG196), Fitness Center Supervisors (STG257), Intramural Program Personnel (STG150), Recreational Maintenance Personnel (STG241), Weight Room Specialists (STG182), and Gymnasium Attendants (STG116). The jobs differ in the type of tasks performed, the number of tasks performed, duty section assigned, and percent of time spent on the various duties. The core job within this major job area is that of Sports Directors (N=158). They are performing tasks which relate to planning and managing sports programs. For example, these people are performing such tasks as:

TABLE 2

SELECTED BACKGROUND DATA FOR 741X1 CAREER LADDER JOB AREAS

	JOB AREAS				
	FITNESS/ ATHLETIC SPECIALISTS	DIRECTORS/ MANAGERS	RECREATION CENTER PERSONNEL	ARTS/CRAFTS HOBBY SHOP PERSONNEL	MWR OPERATIONS SUPERINTENDENTS
NUMBER IN GROUP	382	444	140	6	33
PERCENT OF TOTAL SAMPLE	36%	41%	13%	1%	3%
PERCENT IN CONUS	68%	61%	84%	100%	52%
PERCENT CIVILIANS	1%	26%	1%	0	0
DAFSC DISTRIBUTION (PERCENT RESPONDING)					
74131	22%	5%	28%	67%	0
74151	69%	32%	61%	17%	6%
74171	8%	38%	10%	17%	52%
74191	*	3%	0	0	42%
74100	0	*	0	0	0
AVERAGE GRADE					
AVERAGE MONTHS IN CAREER LADDER	E-3	E-5	E-3	E-4	E-7
AVERAGE MONTHS IN SERVICE	42	116	37	20	160
PERCENT FIRST ENLISTMENT	55	141	49	35	218
	69%	28%	74%	83%	0
PERCENT SUPERVISING	19%	72%	13%	17%	30%

* Indicates less than 1 percent

TABLE 3

AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOB AREAS
(PERCENT MEMBERS RESPONDING)**

DUTIES	JOB AREAS				
	FITNESS/ ATHLETIC SPECIALISTS	DIRECTORS/ MANAGERS	RECREATION CENTER PERSONNEL	ARTS/CRAFTS HOBBY SHOP PERSONNEL	MWR OPERATIONS SUPERINTENDENTS
A ORGANIZING AND PLANNING	2	6	2	5	21
B DIRECTING AND IMPLEMENTING	10	18	8	5	34
C INSPECTING AND EVALUATING	2	8	2	1	11
D TRAINING	1	5	1	2	10
E DIRECTING AND IMPLEMENTING AIR FORCE FITNESS PROGRAMS	3	1	*	0	*
F MANAGING MWR PROGRAMS, ACTIVITIES, AND FACILITIES	35	32	39	26	19
G PERFORMING INDOOR/OUTDOOR MAINTENANCE	29	7	10	8	3
H OFFICIATING, INSTRUCTING, AND MANAGING ATHLETICS	11	3	1	0	1
I OPERATING AND MAINTAINING SWIMMING POOLS, BEACH AREAS, AND OUTDOOR RECREATION FACILITIES	1	5	2	0	1
J OPERATING SNACK BARS AND PREPARING FOOD	2	5	12	2	*
K OPERATING RECREATION CENTERS	1	5	23	2	1
L OPERATING HOBBY SHOP RETAIL STORES	2	1	*	18	*
M OPERATING FINE ARTS HOBBY SHOPS	0	1	*	7	0
N OPERATING WOOD HOBBY SHOPS	0	1	*	4	*
O OPERATING AUTO HOBBY SHOPS	0	*	*	0	0
P OPERATING PHOTOGRAPHY HOBBY SHOPS	0	1	*	1	0
Q OPERATING CERAMIC HOBBY SHOPS	1	1	*	19	*

* Indicates less than 1 percent

** Columns may not add up to 100 percent due to rounding

Prepare schedules for tournaments, meets, or contests
Direct athletic programs
Arrange for purchase of awards or trophies
Establish and enforce ground rules or bylaws
for sports

Facilities Maintenance Managers and Recreational Maintenance Personnel spend most of their time performing indoor and outdoor maintenance. Facilities Maintenance Managers are supervising and performing such tasks as inspecting exercise equipment and scoreboards, as well as policing assigned areas. Recreational Maintenance Personnel are primarily performing maintenance tasks, such as disposing of trash, lining athletic fields, and mowing grassy areas. The members of both of these groups work in the the athletic office, but many of the first group are also assigned to the physical fitness center, while the second group is also working in many recreational areas, such as bowling centers, FAMCAMPs, and recreation centers. Fitness Center Supervisors are running the physical fitness centers. Five of the six members of this group are supervising. Intramural Program Personnel spend their time planning and directing intramural, extramural, and varsity sports programs. Weight Room Specialists are all first-termers who monitor equipment and weightlifters. Gymnasium Attendants are performing very few tasks (average of 27 tasks). Most of their job revolves around checking equipment in and out, asking patrons for IDs, cleaning athletic uniforms or towels, and keeping the gym clean.

II. DIRECTORS AND MANAGERS (STG043, N=444). As the largest group (41 percent of the total sample), Directors and Managers are in all duty sections and are performing tasks in all duty areas. The members of this job area concentrate their time in directing and implementing, inspecting and evaluating, and training, in addition to the management of MWR programs. Some examples of the tasks they perform are:

Supervise NAF civilian personnel
Evaluate work schedules
Prepare drafts of budgets
Evaluate compliance with work standards
Review periodic financial statements
Prepare and implement work schedules
Counsel staff on safety practices and procedures
Initiate AF Forms 9 (Request for Purchase)
Coordinate maintenance of facilities, grounds, or
equipment with BCE or other support sections
Interpret policies, directives, or procedures for
subordinates

Almost three-fourths (72 percent) of the people in this job area are supervising. Most have a 5- or 7-skill level and an average of 141 months in service. Sixty-one percent are in the CONUS. Ninety-three of the 100 civilians in the sample are in this job area.

We identified 12 different jobs: Food or Beverage Managers, Recreational Services Superintendents, Athletic NCOICs, Athletic Directors, Recreation Services NCOICs, Youth Sports Directors, Outdoor Recreation Managers, Recreation Center Directors, Arts and Crafts Directors, Ceramic and Woodshop Supervisors, Swimming Pool Managers, and Outdoor Area Recreation Managers.

Food or Beverage Managers are operating snack bars and preparing food in recreation centers, bowling centers, and several other MWR sections. Ninety-one percent are supervising, and many of the people being supervised are NAF civilian personnel.

Recreational Services Superintendents are senior personnel with an average of 173 months in the career field and 219 months total active military service. Most have the grade of E-7 or E-9, and they are all assigned to an administrative office where they are drafting correspondence, organizing self-inspection programs, and coordinating nonappropriated funding (NAF) activities with the MWR chief, to mention a few tasks.

Athletic NCOICs are mostly E-7s, but this group does include three civilians. Athletic NCOICs are spending most of their time directing and implementing, as well as inspecting and evaluating. They perform an average of 112 tasks versus Athletic Directors, who perform an average of 221 tasks. These two jobs deal with many of the same duties, but Athletic NCOICs are concentrating more on administrative tasks. Athletic Directors perform a job that ranges from establishing bylaws for sports to disposing of trash. This job consists of 103 members; 16 are civilian personnel.

Recreation Services NCOICs are performing far more tasks than any other group; they accomplish an average of 567 tasks. They are planning youth programs, presenting formal briefings, directing athletic programs, and directing recreational programs and special activities. Members, of which two are civilian, are coaching many sports, as well as organizing and conducting classes in arts and crafts.

Six of the eight Youth Sports Directors are overseas. Only two members are supervising. Most of their time is spent organizing tournaments, meets, and contests; recruiting volunteers and coaches; and arranging for trophies. There is one civilian in this group.

Outdoor Recreation Managers are directing and operating on- or off-base outdoor recreational areas, such as pools, beach areas, FAMCAMPs, and marinas. These personnel (27 military members and 1 civilian) are planning work assignments and schedules, preparing budgets, and collecting fees for use of outdoor facilities.

The people in charge of operating recreation centers are the Recreation Center Directors. They comprise 10 percent of the Fitness and Recreation Specialists sample population. Civilians make up about a third (32 percent) of this group. They are planning and directing recreation center activities and inspecting the center, facilities, and equipment.

Civilians make up 85 percent of the group of the 40 Arts and Crafts Directors. They are directing activities for hobby shop retail stores as well as wood, auto, photography, and ceramic hobby shops. Some of the tasks they perform include organizing classes and recruiting instructors, organizing craftsman competitions, and supervising NAF civilian personnel.

Ceramic and Woodshop Supervisors are maintaining and ordering wood and ceramic hobby shop tools and supplies. They also spend much of their time ordering and displaying merchandise for hobby shop retail stores. All six members of this group are military and three are in their first enlistment. Only one is supervising.

Swimming Pool Managers are operating and maintaining swimming pools. They inspect, clean, and maintain the pools and supervise and instruct. Six are supervising.

Outdoor Area Recreation Managers spend 29 percent of their time operating and maintaining outdoor recreational facilities, such as FAMCAMPs, marinas, ski areas, and swimming pools. Most of their time is spent issuing and checking in snow skiing, boating, fishing, hunting, and camping equipment. Most of these personnel are also assigned to an MWR supply section.

III. RECREATION CENTER PERSONNEL (STG033, N=140). Eighty-nine percent of this group are assigned to recreation centers. Other areas they are assigned to include the administrative office, the on-base outdoor recreation area, and the athletic office. Ticket and Tour Operations is the duty section for 34 percent of these personnel. Many members are assigned to more than one duty section.

Recreation Center personnel jobs include Ticket and Tours Specialists (STG280), Snack Bar Personnel (STG240), Recreation Specialists (STG250), Recreation Center Supervisors (STG174), and Food Program Specialists (STG276).

The duties performed by most members, in addition to MWR program management, include operating snack bars and recreation centers. Some of the tasks they perform are:

- Prepare cashier's report
- Issue or check in recreation center equipment
- Issue or sell tickets or passes
- Prepare AF Forms 2043 (Recreation Daily Attendance and Program Record)
- Operate ticket and tour center
- Prepare cash receipt vouchers

Schedule room reservations
Set up or take down tables and chairs
Perform ID checks of patrons

This group includes 13 percent of the total sample (140 people). Most are 5-skill level (61 percent) and 3-skill level (28 percent). The majority are junior personnel in their first enlistment, so few people in this job area are supervising. CONUS is the area of assignment for 84 percent of the group.

Ticket and Tours Specialists operate the ticket and tour program in recreation centers. Some of the duties they perform include selling tickets and passes, collecting fees and charges, obtaining and displaying travel information, scheduling room reservations, and setting up and taking down tables and chairs.

Snack Bar Personnel are waiting on patrons, selling food items, displaying snacks for sale, and handling fees and monies from the recreation center snack bar.

Recreation Specialists are performing the operational tasks of the recreation center; they do many of the same tasks that ticket and tours personnel perform, but they also issue and check in equipment, set up and take down public address systems, monitor TV rooms, and sell and date stamp bingo cards.

In contrast, Recreation Center Supervisors spend 55 percent of their time managing the MWR programs and directing. This includes drafting monthly calendars, making distribution runs, maintaining service call logs, and coordinating contracts for entertainment. All of this group is in the CONUS.

Food Program Specialists are also operating snack bars, but they are spending 25 percent of their time performing maintenance tasks. Only five members are in this group, and four members are first-termers. They are performing janitorial services, picking up items from the commissary and placing them in storage, and performing minor maintenance, such as replacing light bulbs and painting.

IV. FINE ARTS AND CRAFTS PERSONNEL (STG166, N=6). Although a small group of people, these are junior military personnel in the CONUS who operate hobby shop retail stores and ceramic hobby shops. Career ladder managers suggest that these members are assigned to this job because of the lack of civilian positions in the arts and crafts shop at a specific location. Some of the duties they perform are:

Collect fees or charges for services or usage
Inventory hobby shop retail merchandise
Inspect incoming hobby shop retail store merchandise
Compute selling prices for items sold in retail outlets
Sell hobby supplies
Dispose of trash
Deposit monies in bank

Load or unload kilns

Four of the individuals possess a 3-skill level, one person is supervising, and five of the six members are in their first enlistment.

V. MWR OPERATIONS SUPERINTENDENTS (STG060, N=33). As the title suggests, these personnel are the senior managing element of this career ladder. Ninety-one percent are working in an administrative duty section. Composed of personnel with an average grade of E-7, this group is organizing, planning, directing, implementing, inspecting, evaluating, and training. Superintendents are by far the most senior of any of the groups, with an average of 218 months in service and 160 months in the career ladder. Almost all are at the 7- or 9-skill level, but only 30 percent are supervising. Half of the 33 members are overseas. Some examples of tasks performed include:

- Participate in staff meetings
- Conduct staff meetings
- Organize self-inspection programs
- Draft correspondence
- Establish organizational policies, operating instructions (OI), or standing operating procedures
- Counsel personnel on personal or military-related problems
- Organize and maintain continuity folders

Some of the unique tasks this group performs include:

- Develop MWR master plan
- Assign sponsors for newly arrived personnel
- Act as training advisor at staff level
- Plan safety programs
- Maintain liaison with MWR-oriented organizations

This group spends less time than any of the other jobs in the management of MWR programs and in the performance of maintenance tasks.

Summary

A wide variety of jobs are performed by this career field. Most of the differences depend on where personnel are assigned to work, such as a gym, recreation center, or arts and crafts hobby shop. Another factor which separates the jobs is the skill level and experience; MWR Operations Superintendents are the most senior personnel, and they perform a very distinctive job.

Civilians are in all the major job areas, but are not members of the independent job types of Fine Arts and Crafts Personnel or MWR Operations Superintendents. Most of the civilians (93 percent) are included in the Directors and Managers job area. Two percent are Sports Directors; Ticket and Tours Specialists include another 2 percent. The remainder are not located in a specific job, but are included in both the Fitness and Athletic Specialists and Recreation Center Personnel job areas.

Comparison to Previous Survey

The jobs identified in this study were compared against those identified in the 1979 study to determine how the career ladder structure might have changed over the years. While job titles differ between the two studies, overall, the jobs have remained stable. Table 4 shows the job comparison between this study and the 1979 survey report.

The major jobs of the Fitness and Recreation career ladder in the previous survey are essentially the same as identified in this survey report. There are some jobs in the 1979 survey report that are not distinguished in this report, such as Auto Hobby Shop Workers (N=6). This reflects the change in recent years which placed military in gyms and recreation centers and took them out of golf shops and auto hobby shops. Marina Operators (N=10) are included in this study as part of the Outdoor Area Recreation Managers, but the latter group is also performing other tasks that pertain to hunting, snow skiing, and other nonaquatic activities. Arts and Crafts Hobby Shop Personnel discussed in this report are included as part of the Recreation Services Personnel in the 1979 OSR. Sports Programs Workers (1979) are doing the same tasks as Athletic NCOICs (1987), who are grouped in this study as part of the Directors and Managers job area.

ANALYSIS OF DAFSC GROUPS

An analysis of duty AFSC groups is useful in identifying the tasks performed by the different skill levels. The distinctions made between DAFSCs is helpful in reviewing and assessing the completeness and accuracy of the AFR 39-1 Specialty Descriptions, the Specialty Training Standard (STS) and the Plan of Instruction (POI), as well as identifying training needs.

Average percent time spent in duties for each skill level appears in Table 5. This table shows the career ladder progression as the skill level increases. Since there are very few differences between 3- and 5-skill personnel, these two groups were analyzed as one. CEMs and 9-skill level are also listed as one group as there are only three CEMs in our sample. As the table illustrates, 3- and 5-skill level members are spending almost three times the amount of time spent by the 7-skill level incumbents in doing maintenance. The 3- and 5-skill level personnel are performing many tasks dealing with MWR programs, activities, and facilities. The percent of time spent on this duty is about the same for the 7-skill level members, but it is much

TABLE 4

COMPARISON OF 1979 OSR JOBS WITH PRESENT OSR JOBS

PREVIOUS SURVEY JOB AREAS	PERCENT OF SAMPLE	CURRENT SURVEY JOB AREAS	PERCENT OF SAMPLE
I. ATHLETIC PERSONNEL	40%	I. FITNESS AND ATHLETIC SPECIALISTS	36%
--ATHLETIC PROGRAMS SUPERVISORS		--SPORTS DIRECTORS	
--ATHLETIC FACILITIES MAINTENANCE SPECIALISTS		--RECREATIONAL MAINTENANCE PERSONNEL	
--INDOOR FACILITIES MAINTENANCE SPECIALISTS		--FACILITIES MAINTENANCE MANAGERS	
--PHYSICAL CONDITIONING SPECIALISTS		--WEIGHT ROOM SPECIALISTS	
--NCO/CS BASE GYM		--INTRAMURAL PROGRAM PERSONNEL	
--BASE GYM WORKERS		--GYMNASIUM ATTENDANTS	

--ATHLETIC PROGRAMS WORKERS		--FITNESS CENTER SUPERVISORS	
--SPORTS PROGRAMS WORKERS			
--BASE GYM SUPERVISORS			

II. RECREATION CENTER PERSONNEL	15%	II. RECREATION CENTER PERSONNEL	13%
--RECREATION CENTER SNACK BAR HELPERS		--SNACK BAR PERSONNEL	
--RECREATION CENTER WORKERS		--FOOD PROGRAM SPECIALISTS	
--RECREATION CENTER SUPERVISORS		--RECREATION SPECIALISTS	
		--RECREATION CENTER SUPERVISORS	

--RECREATION CENTER DIRECTORS		--TICKET AND TOUR SPECIALISTS	

TABLE 4 (CONTINUED)

COMPARISON OF 1979 OSR JOBS WITH PRESENT OSR JOBS

PREVIOUS SURVEY JOB AREAS	PERCENT OF SAMPLE	CURRENT SURVEY JOB AREAS	PERCENT OF SAMPLE
*****	*****	*****	*****
III. RECREATION SERVICES PERSONNEL	25%	III. DIRECTORS AND MANAGERS	41%
--ARTS AND CRAFTS HOBBY SHOP WORKERS		--ARTS AND CRAFTS DIRECTORS	
--SWIMMING POOL OPERATORS		--CERAMIC AND WOODSHOP SUPERVISORS	
--GOLF SHOP AND BOWLING ALLEY WORKERS		--SWIMMING POOL MANAGERS	
--MARINA OPERATORS		--FOOD OR BEVERAGE MANAGERS	
		--OUTDOOR AREA RECREATION MANAGERS	
--RECREATION SERVICES SUPERVISORS		--RECREATIONAL SERVICES SUPERINTENDENTS	
--NCOICS RECREATION SERVICES		--RECREATION CENTER DIRECTORS	
--RECREATION SITE OPERATORS		--OUTDOOR RECREATION MANAGERS	
*****	*****	*****	*****
--AUTO HOBBY SHOP WORKERS		--RECREATION SERVICES NCOICS	
		--ATHLETIC NCOICS	
		--ATHLETIC DIRECTORS	
		--YOUTH SPORTS DIRECTORS	
*****	*****	*****	*****
IV. RECREATION SERVICES SUPERINTENDENTS	3%	IV. MWR OPERATIONS SUPERINTENDENTS	3%
NO SEPARATE JOB AREA		V. ART AND CRAFTS HOBBY SHOP PERSONNEL	1%
OTHER	7%	OTHER	6%

***** Areas within asterisks are not matched.

TABLE 5

AVERAGE PERCENT TIME SPENT ON DUTIES BY DAFSC GROUPS
(PERCENT MEMBERS RESPONDING)**

DUTY	74131/ 74151 (N=692)	74171 (N=249)	74191/ 74100 (N=32)
A ORGANIZING AND PLANNING	3	8	16
B DIRECTING AND IMPLEMENTING	10	21	31
C INSPECTING AND EVALUATING	3	8	13
D TRAINING	2	7	8
E DIRECTING AND IMPLEMENTING AIR FORCE FITNESS PROGRAMS	2	1	1
F MANAGING MWR PROGRAMS, ACTIVITIES, AND FACILITIES	34	31	22
G PERFORMING INDOOR OR OUTDOOR MAINTENANCE	21	8	3
H OFFICIATING, INSTRUCTING, AND MANAGING ATHLETICS	7	4	1
I OPERATING AND MAINTAINING SWIMMING POOLS, BEACH AREAS, AND OUTDOOR RECREATION FACILITIES	3	3	2
J OPERATING SNACK BARS AND PREPARING FOOD	6	3	1
K OPERATING RECREATION CENTERS	7	4	2
L OPERATING HOBBY SHOP RETAIL STORES	*	*	*
M OPERATING FINE ARTS HOBBY SHOPS	*	*	0
N OPERATING WOOD HOBBY SHOPS	*	*	*
O OPERATING AUTO HOBBY SHOPS	*	*	*
P OPERATING PHOTOGRAPHY HOBBY SHOPS	*	*	0
Q OPERATING CERAMIC HOBBY SHOPS	1	1	*

* Indicates less than 1 percent

** Columns may not add up to 100 percent due to rounding

lower for the 9-skill and CEM levels. The duty of directing and implementing correspondingly increases with skill level. CEMs and 9-skill level personnel are spending more time in this duty than in any other. This group is also spending more time than any other skill level in organizing and planning.

Skill Level Descriptions

DAFSC 74131/74151. Seventy-one percent of the 973 military members in the sample have a 3- or 5-skill level. The 5-skill level personnel make up 54 percent (N=525) of the military sample. A third of their time is spent running MWR programs, activities, and facilities. As mentioned before, they spend more time accomplishing maintenance than any other DAFSC group. They are also spending more time managing athletics, operating snack bars, and operating recreation centers. Table 6 lists some common tasks performed by 3- and 5-skill level members.

The distribution of skill level personnel across the career ladder job areas is displayed in Table 7. Fifty percent of this DAFSC are Fitness and Athletic Specialists, 24 percent are Directors and Managers, and 18 percent are Recreation Center Personnel. This DAFSC group is obviously the workforce for athletic offices, recreation centers, and fitness centers.

DAFSC 74171. While 7-skill level personnel are spending most of their time managing MWR programs, activities, and facilities, and directing and implementing, they are also accomplishing many of the same tasks performed by 3- and 5-skill level members. Tasks performed by 7-skill level personnel are listed in Table 8 and are supervisory in nature. Sixty-nine percent of 7-skill level personnel are supervising, versus 25 percent supervising at 3- and 5-skill level. Table 9 shows some representative tasks and the different percentages of DAFSCs 74131/51 and 74171 personnel performing them.

This group of 249 personnel also has the highest percentage assigned outside CONUS (29 percent). Table 7 shows the 7-skill level group constitutes 67 percent of the Directors and Managers job area; the remaining 33 percent are working in all other job areas.

DAFSC 74191/74100. Thirty-two Fitness and Recreation Superintendents and Managers make up this last group. Half of this group is evenly assigned to the Strategic Air Command and the Tactical Air Command, the largest users of Fitness and Recreation Specialists. While 70 percent of their time is spent on duties related to organizing, planning, directing, implementing, inspecting, and evaluating (as illustrated in Table 10), fewer members of this group are supervising (59 percent) than in the 7-skill level (69 percent). Table 11 shows task performance differences between 7- and 9-skill level personnel. Most of these members are located in the Directors and Managers job area or MWR Operations Superintendents job. See Table 7 for the number of personnel in this DAFSC across the job areas.

TABLE 6

REPRESENTATIVE TASKS PERFORMED BY COMBINED DAFSC 74131 AND 74151 AIRMEN
(PERCENT MEMBERS PERFORMING)

TASKS	PERCENT MEMBERS PERFORMING
F165 COLLECT FEES OR CHARGES FOR SERVICES OR USAGE	78
G316 DISPOSE OF TRASH	76
F273 PREPARE BANK DEPOSIT SLIPS	72
F198 DEPOSIT MONIES IN BANKS	71
F219 ISSUE AF FORMS 1297 (TEMPORARY ISSUE RECEIPT)	70
B60 PARTICIPATE IN STAFF MEETINGS	70
G350 POLICE ASSIGNED AREAS	69
G358 REPLACE LIGHT BULBS OR SPOTLIGHTS	69
F251 PERFORM CLOSING OR FIRE CHECKS OF MWR FACILITIES	65
G339 PERFORM JANITORIAL SERVICES IN INDOOR OR OUTDOOR MWR AREAS	64
F286 PREPARE SIGN-UP SHEETS FOR TOURNAMENTS, MEETS, OR CONTESTS	61
F285 PREPARE SCHEDULES FOR TOURNAMENTS, MEETS, OR CONTESTS	60
F242 MAKE DISTRIBUTION RUNS	57
H375 CLEAN ATHLETIC UNIFORMS OR TOWELS	56
F274 PREPARE CASH RECEIPT VOUCHERS	56
F254 PICK UP SUPPLIES FROM MWR SUPPLY	55
H415 ISSUE OR CHECK IN ATHLETIC EQUIPMENT OR SUPPLIES	54
G370 SWEEP GYM OR RAQUETBALL COURT FLOORS	54
F292 RECEIVE AND STORE EQUIPMENT OR SUPPLIES	54
H427 STORE ATHLETIC UNIFORMS, EQUIPMENT, OR SUPPLIES	53
F234 MAINTAIN RESERVATION REQUESTS	53
F163 ARRANGE FOR PURCHASE OF AWARDS OR TROPHIES	53
F257 PLAN BASE TOURNAMENTS, MEETS, CONTESTS, OR COMPETITIONS	52
G333 LINE ATHLETIC FIELDS, TRACKS, OR COURSES	51
F178 COORDINATE NOTIFICATION OF CANCELLED EVENTS	50

TABLE 7
DISTRIBUTION OF DAFSC GROUP MEMBERS ACROSS CAREER LADDER JOB AREAS
(PERCENT MEMBERS)**

<u>JOB GROUPS</u>	<u>74131/ 74151 (N=692)</u>	<u>74171 (N=241)</u>	<u>74191/ 74100 (N=32)</u>	<u>CIVILIANS (N=100)</u>
FITNESS AND ATHLETIC SPECIALISTS	50	13	3	3
DIRECTORS AND MANAGERS	24	67	50	93
RECREATION CENTER PERSONNEL	18	6	0	2
ARTS AND CRAFTS HOBBY SHOP PERSONNEL	*	*	0	0
MWR OPERATIONS SUPERINTENDENTS	*	7	44	0
NOT GROUPED	7	7	3	2

* Indicates less than 1 percent of the DAFSC

** Columns may not add up to 100 percent due to rounding

TABLE 8

REPRESENTATIVE TASKS PERFORMED BY DAFSC 74171 AIRMEN
(PERCENT MEMBERS PERFORMING)

TASKS	PERCENT MEMBERS PERFORMING
B60 PARTICIPATE IN STAFF MEETINGS	87
A4 DETERMINE WORK PRIORITIES	79
A3 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	77
A14 PLAN WORK ASSIGNMENTS	75
A7 ESTABLISH ORGANIZATIONAL POLICIES, OPERATING INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	73
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	72
A6 DEVELOP WORK METHODS OR PROCEDURES	71
B55 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	70
A9 ORGANIZE AND MAINTAIN CONTINUITY FOLDERS	69
F176 COORDINATE MAINTENANCE OF FACILITIES, GROUNDS, OR EQUIPMENT WITH BCE OR OTHER SUPPORT SECTIONS	69
F212 INITIATE AND MAINTAIN STATUS OF AF FORMS 332 (BCE WORK REQUEST	68
F211 INITIATE AF FORMS 9 (REQUEST FOR PURCHASE)	66
F219 ISSUE AF FORMS 1297 (TEMPORARY ISSUE RECEIPT)	66
A10 ORGANIZE SELF-INSPECTION PROGRAMS	65
B22 CONDUCT STAFF MEETINGS	64
B47 ESTABLISH AND IMPLEMENT SAFETY PROCEDURES, POLICIES, OR PROGRAMS	63
B61 PREPARE AND IMPLEMENT WORK SCHEDULES	63
B62 PREPARE DRAFTS OF BUDGETS	62
B73 REVIEW PERIODIC FINANCIAL STATEMENTS	60
C95 EVALUATE COMPLIANCE WITH WORK STANDARDS	60
D141 PARTICIPATE IN TRAINING CLASSES	60
F236 MAINTAIN SERVICE CALL LOGS	60
A11 PLAN AND PREPARE BRIEFINGS	58
F198 DEPOSIT MONIES IN BANKS	58
B44 DRAFT CORRESPONDENCE	57
B84 SUPERVISE NAF CIVILIAN PERSONNEL	57
F242 MAKE DISTRIBUTION RUNS	57
A13 PLAN SAFETY PROGRAMS	55
F244 MONITOR GROUNDS MAINTENANCE	54
B63 PREPARE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS	53
C101 EVALUATE INSPECTION REPORTS OR PROCEDURES	51

TABLE 9

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 74131/74151 AND 74171 PERSONNEL
(PERCENT MEMBERS RESPONDING)

TASKS	74131/ 74151	74171
C95 EVALUATE COMPLIANCE WITH WORK STANDARDS	20	60
B73 REVIEW PERIODIC FINANCIAL STATEMENTS	19	60
B44 DRAFT CORRESPONDENCE	16	57
A10 ORGANIZE SELF-INSPECTION PROGRAMS	23	65
B22 CONDUCT STAFF MEETINGS	22	64
B71 REVIEW NAF BUDGETS	14	57
A19 WRITE OR REVISE JOB DESCRIPTIONS	12	54
C115 PREPARE APR	15	58
B24 COORDINATE CIVILIAN PERSONNEL ACTIONS WITH CIVILIAN PERSONNEL OFFICE	17	60
B68 REVIEW APPROPRIATED FUND BUDGETS	13	56
B55 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	26	70
A14 PLAN WORK ASSIGNMENTS	31	75
A16 SCHEDULE LEAVES OR PASSES	17	63
B62 PREPARE DRAFTS OF BUDGETS	15	62
A7 ESTABLISH ORGANIZATIONAL POLICIES, OPERATING INSTRUCTIONS OR STANDING OPERATING PROCEDURES	26	73
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	22	72

TABLE 10

REPRESENTATIVE TASKS PERFORMED BY COMBINED DAFSC 74191 AND 74100 AIRMEN
(PERCENT MEMBERS PERFORMING)

TASKS	PERCENT MEMBERS PERFORMING
A7 ESTABLISH ORGANIZATIONAL POLICIES, OPERATING INSTRUCTIONS	94
B60 PARTICIPATE IN STAFF MEETINGS	94
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	91
B44 DRAFT CORRESPONDENCE	91
A10 ORGANIZE SELF-INSPECTION PROGRAMS	89
B55 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR DETERMINE SUBORDINATES	88
A4 DETERMINE WORK PRIORITIES	81
B66 REFER PERSONNEL WITH UNIQUE PROBLEMS TO PROPER AGENCIES	78
C101 EVALUATE INSPECTION REPORTS OR PROCEDURES	78
A9 ORGANIZE AND MAINTAIN CONTINUITY FOLDERS	75
B22 CONDUCT STAFF MEETINGS	75
B63 PREPARE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS	75
C117 RECOMMEND OR SELECT PERSONNEL FOR SPECIAL AWARDS	75
A6 DEVELOP WORK METHODS OR PROCEDURES	72
A11 PLAN AND PREPARE BRIEFINGS	72
A14 PLAN WORK ASSIGNMENTS	72
B47 ESTABLISH AND IMPLEMENT SAFETY PROCEDURES, POLICIES, OR PROGRAMS	72
B26 COORDINATE NONAPPROPRIATED FUNDS (NAF) ACTIVITIES WITH MWR	69
B58 MAINTAIN LIAISON WITH MWR-ORIENTED ORGANIZATIONS	69
B70 REVIEW MINUTES OF ADVISORY COMMITTEES	69
A3 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	66
A13 PLAN SAFETY PROGRAMS	66
A1 ASSIGN PERSONNEL TO DUTY POSITIONS	63

TABLE 11

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 74141 AND 74191/74100 PERSONNEL
(PERCENT MEMBERS RESPONDING)

TASKS	74171	74191/ 74100
F229 MAINTAIN FILES OF PURCHASE ORDERS	52	6
B61 PREPARE AND IMPLEMENT WORK SCHEDULES	63	19
F165 COLLECT FEES OR CHARGES FOR SERVICES OR USAGE	60	16
F273 PREPARE BANK DEPOSIT SLIPS	56	16
F292 RECEIVE AND STORE EQUIPMENT OR SUPPLIES	53	13
F227 MAINTAIN FILES OF AF FORMS 2005 (ISSUE/TURN IN REQUEST)	45	6
F200 DETERMINE ITEMS TO BE TURNED IN OR SENT TO SALVAGE	54	16
F257 PLAN BASE TOURNAMENTS, MEETS, CONTESTS, OR COMPETITIONS	50	13
F234 MAINTAIN RESERVATION REQUESTS	47	9
F277 PREPARE DD FORMS 250 (MATERIAL INSPECTION AND RECEIVING REPORT)	42	6
*****	*****	*****
B44 DRAFT CORRESPONDENCE	57	91
B58 MAINTAIN LIAISON WITH MWR-ORIENTED ORGANIZATIONS	39	69
A5 DEVELOP ORGANIZATIONAL CHARTS	38	66
C101 EVALUATE INSPECTION REPORTS OR PROCEDURES	51	78
F289 PRESENT FORMAL BRIEFINGS	23	50
A2 ASSIGN SPONSORS FOR NEWLY ASSIGNED PERSONNEL	39	66
C117 RECOMMEND OR SELECT PERSONNEL FOR SPECIAL AWARDS	48	75
C110 EVALUATE SUGGESTIONS	43	69
B28 DEVELOP MWR MASTER PLAN	28	53
B81 SUPERVISE FITNESS AND RECREATION TECHNICIANS (AFSC 74171)	65	88

Adequacy of AFR 39-1 Specialty Descriptions

We compared the data with the AFR 39-1 Air Force Specialty Descriptions for AFSC 74111/31/51 (30 April 86), AFSC 74171 (30 April 86), and AFSC 74191/00 (30 April 86), to determine whether the descriptions are adequate and supported by the data.

One area that should be reviewed in all of the AFSC 741X1 Specialty Descriptions is the emphasis on developing and monitoring/supervising/supporting the base fitness program. As a whole, our sample only spends 2 percent of their time directing and implementing the Air Force Fitness program. However, this AFR 39-1 is fairly new and changes are still occurring in the career field to fully implement the fitness program.

In the 7-skill level document, we found no mention of performing indoor or outdoor maintenance functions. While this duty only comprises 8 percent of the total time spent by 7-skill level personnel, the 7-skill level document should be reviewed to determine if this area needs to be included. Table 12 lists some tasks performed under this duty. This area is included in the 74111/31/51 AFR 39-1 Specialty Description under "Performs technical recreation functions" as "Carries out maintenance program for equipment and supplies." DAFSC 74131/51 personnel spend 21 percent of their time accomplishing maintenance tasks.

SPECIALTY TRAINING

Occupational survey data, such as percent members performing tasks, training emphasis (TE), and task difficulty (TD), are a source of information which may be used to determine requirements for training and relevancy of training documents. TE ratings indicate which tasks experienced personnel in the career ladder feel are important for newly enlisted members to know to be able to do their job. Training of these tasks may be provided through the technical school, on-the-job training, and career development courses (CDC). Senior enlisted personnel rate each task on a scale of 0 through 9; 0 indicates no training is required and 9 indicates that a very high emphasis should be placed on training that task. These ratings are processed to produce a rank-order listing of tasks from high degree of emphasis to no training required.

TD ratings provide a guide as to how difficult the tasks are to learn. The average TD rating is set to five so this value can be used as a reference to determine how much time will be needed to teach task knowledge or performance. These factors may assist managers in determining the most appropriate tasks to train and the most appropriate type of training: formal training (structured), Career Development Course (CDC), or OJT (supplementary or advanced).

TABLE 12
 EXAMPLES OF TASKS PERFORMED BY DAFSC 74171 PERSONNEL
 NOT REFERENCED TO AFR 39-1

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
PERFORMING INDOOR OR OUTDOOR MAINTENANCE FUNCTIONS	
G316 DISPOSE OF TRASH	45
G350 POLICE ASSIGNED AREAS	45
G358 REPLACE LIGHT BULBS OR SPOTLIGHTS	43
G321 INSPECT BARBELLS, WEIGHTS, AND EXERCISE EQUIPMENT	39
G339 PERFORM JANITORIAL SERVICES IN INDOOR/OUTDOOR MWR AREAS	39
G322 INSPECT BLEACHERS	38
G325 INSPECT OUTDOOR FACILITIES, OTHER THAN WATER SPORTS AREAS	36
G338 PAINT WALLS, FLOORS, OR OTHER SURFACES	36
G324 INSPECT LIGHTING OF OUTDOOR RAQUETBALL AND BASKETBALL	35
G335 MOW OR EDGE GRASSY AREAS	34
G333 LINE ATHLETIC FIELDS, TRACKS, OR COURSES	31
G370 SWEEP GYM OR RAQUETBALL COURT FLOORS	28
G305 APPLY FERTILIZERS	10

First-Enlistment Personnel

Forty-seven percent (N=464) of the military personnel in this career ladder are first-enlistment personnel. Three-fourths entered the career field by direct duty assignment from basic training. Only 13 percent are assigned overseas.

First-enlistment personnel spend a third of their time in tasks related to managing MWR programs, activities, and facilities. The amount of time in this duty stays fairly constant across all TAFMS groups (see Table 13 for a comparison). What separates first-enlistment personnel from members with more time in service is the high percentage of first-termers who are performing maintenance tasks. Table 14 shows tasks commonly performed by first-enlistment personnel.

Over half are grouped in the Fitness and Athletic Specialists job area. In addition, 22 percent are Recreation Center Personnel. (See Figure 2 for the job distribution of first-enlistment members.)

Twenty-six tasks with the highest TE ratings are shown in Table 15. All of these tasks exceed the minimum of 3.70 for consideration of training. This number is one standard deviation above the mean. Many of the tasks listed have low percentages (less than 30 percent) of members performing or low TD ratings. For these cases, the criticality of the task should be considered. For example, "demonstrate exercises or conditioning procedures" is performed by 30 percent of first-enlistment personnel and has a TD of 4.84 (below the average of 5). But this task, if not accomplished properly, could lead to injury. Therefore, TE was high on this task. A complete listing of the tasks in TE order is provided to the technical training school as part of the Training Extract.

Specialty Training Standard (STS)

The AFSC 741X1 Specialty Training Standard (STS) was matched with tasks in the occupational survey by subject-matter experts at Keesler Technical Training Center. Tasks were placed with appropriate STS paragraphs and then reviewed using TD, TE, and percent members performing in their first job, first enlistment, and at the 5- and 7-level.

A comprehensive review of the September 1986 STS for AFSC 741X1 identified several deficiencies in the overall content of the document and several STS elements which had low percentages of personnel performing related tasks. In addition, several tasks were not matched to the STS, yet had sufficiently high percentages of personnel performing. These findings strongly suggest that a thorough review of the STS by the functional community is in order.

According to AFR 8-13, an STS identifies "the most common tasks of an enlisted Air Force Specialty that require training." It is intended to cover all major job areas being performed within the career ladder. A significant problem with AFSC 741X1 STS lies in the fact that the major paragraphs are extremely broad and generic in nature. Instead of being descriptive of the

TABLE 13

AVERAGE PERCENT TIME SPENT ON DUTIES BY TAFMS GROUPS
(MEMBERS RESPONDING)**

DUTIES	1-24 (N=163)	1-48 (N=464)	49-96 (N=156)	97+ (N=351)
A ORGANIZING AND PLANNING	2	2	5	8
B DIRECTING AND IMPLEMENTING	9	9	13	21
C INSPECTING AND EVALUATING	2	2	4	8
D TRAINING	1	1	4	6
E DIRECTING AND IMPLEMENTING AIR FORCE FITNESS PROGRAMS	3	3	2	1
F MANAGING MWR PROGRAMS, ACTIVITIES, AND FACILITIES	34	34	34	30
G PERFORMING INDOOR OR OUTDOOR MAINTENANCE	24	23	14	9
H OFFICIATING, INSTRUCTING, AND MANAGING ATHLETICS	8	8	6	4
I OPERATING AND MAINTAINING SWIMMING POOLS, BEACH AREAS, AND OUTDOOR RECREATION FACILITIES	1	2	4	3
J OPERATING SNACK BARS AND PREPARING FOOD	7	6	6	3
K OPERATING RECREATION CENTERS	8	7	6	4
L OPERATING HOBBY SHOP RETAIL STORES	*	*	*	*
M OPERATING FINE ARTS HOBBY SHOPS	*	*	*	*
N OPERATING WOOD HOBBY SHOPS	*	*	*	*
O OPERATING AUTO HOBBY SHOPS	*	*	*	*
P OPERATING PHOTOGRAPHY HOBBY SHOPS	*	*	*	*
Q OPERATING CERAMIC HOBBY SHOPS	1	1	2	*

* Indicates less than 1 percent

** Columns may not add up to 100 percent due to rounding

TABLE 14

REPRESENTATIVE TASKS PERFORMED BY
DAFSC 741X1 AIRMEN WITH 1-48 MONTHS TAFMS
(PERCENT MEMBERS PERFORMING)

TASKS	PERCENT MEMBERS PERFORMING
G316 DISPOSE OF TRASH	81
F165 COLLECT FEES OR CHARGES FOR SERVICES OR USAGE	80
F273 PREPARE BANK DEPOSIT SLIPS	76
F198 DEPOSIT MONIES IN BANKS	73
G350 POLICE ASSIGNED AREAS	71
G358 REPLACE LIGHT BULBS OR SPOTLIGHTS	71
B60 PARTICIPATE IN STAFF MEETINGS	68
F219 ISSUE AF FORMS 1297 (TEMPORARY ISSUE RECEIPT)	68
G339 PERFORM JANITORIAL SERVICES IN INDOOR OR OUTDOOR MWR AREAS	68
F251 PERFORM CLOSING OR FIRE CHECKS OF MWR FACILITIES	65
F285 PREPARE SCHEDULES FOR TOURNAMENTS, MEETS, OR CONTESTS	60
H375 CLEAN ATHLETIC UNIFORMS OR TOWELS	60
G370 SWEEP GYM OR RAQUETBALL COURT FLOORS	57
F274 PREPARE CASH RECEIPT VOUCHERS	56
H415 ISSUE OR CHECK IN ATHLETIC EQUIPMENT OR SUPPLIES	55
F234 MAINTAIN RESERVATION REQUESTS	53
H427 STORE ATHLETIC UNIFORMS, EQUIPMENT, OR SUPPLIES	53
F164 ASSIGN LOCKERS	52
G333 LINE ATHLETIC FIELDS, TRACKS, OR COURSES	52
G368 STORE BARBELLS AND WEIGHTS AFTER PATRON USE	52
G321 INSPECT BARBELLS, WEIGHTS, AND EXERCISE EQUIPMENT	51
J562 PERFORM ID CHECKS OF PATRONS	51

DISTRIBUTION OF 1ST ENLISTMENT PERSONNEL IN JOBS
(N=464)

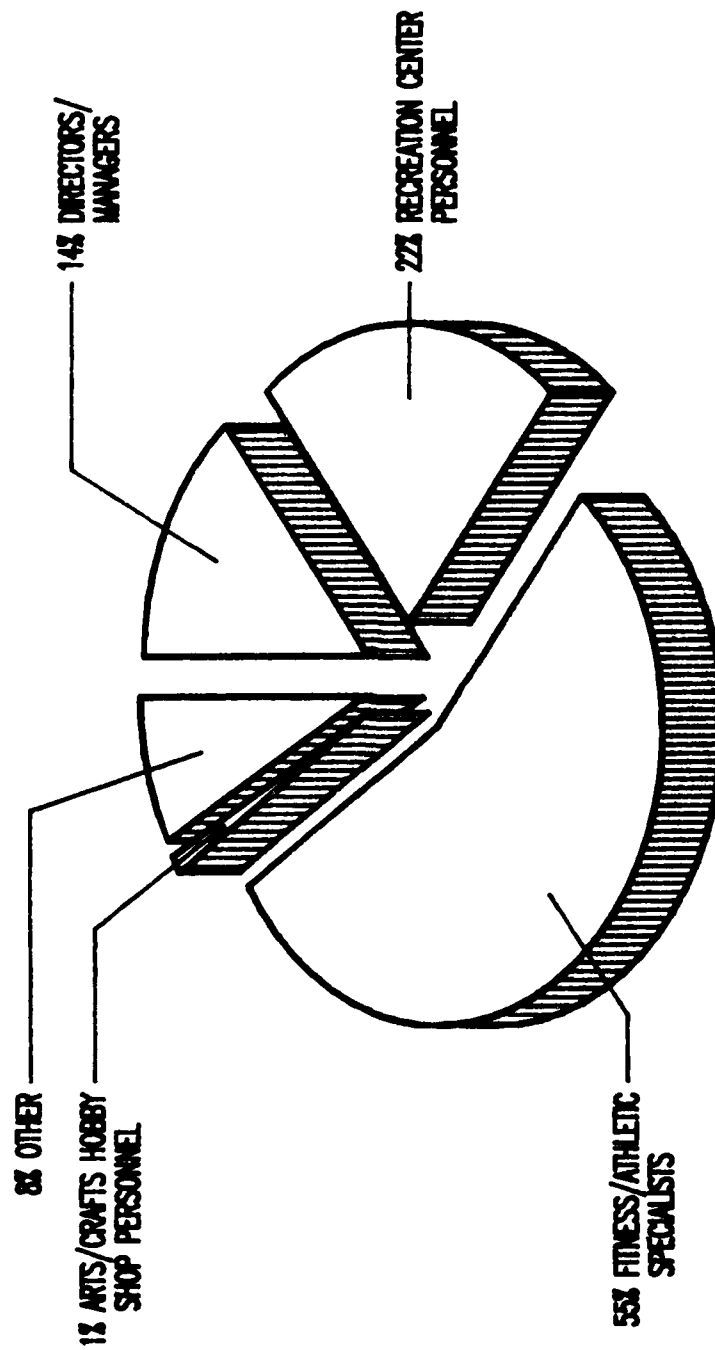


FIGURE 2

TABLE 15

EXAMPLES OF TASKS RATED HIGH IN TRAINING EMPHASIS
(PERCENT FIRST ENLISTMENT PERFORMING)

TASKS	TNG EMP*	1ST ENL	TSK DIFF**
F162 ADMINISTER CPR	6.95	30	5.57
F261 PLAN INTRAMURAL, EXTRAMURAL, OR VARSITY RECREATIONAL PROGRAMS	6.31	46	5.81
E152 DEMONSTRATE EXERCISES OR CONDITIONING PROCEDURES	6.24	30	4.84
G333 LINE ATHLETIC FIELDS, TRACKS, OR COURSES	6.07	52	4.31
F285 PREPARE SCHEDULES FOR TOURNAMENTS, MEETS, OR CONTESTS	5.98	60	5.12
E148 BRIEF PERSONNEL ON AF FITNESS PROGRAM	5.81	21	4.58
F257 PLAN BASE TOURNAMENTS, MEETS, CONTESTS, OR COMPETITIONS	5.76	52	5.42
B29 DIRECT ATHLETIC PROGRAMS	5.64	45	6.37
E153 DEMONSTRATE HOW TO USE FITNESS TESTING EQUIPMENT	5.62	22	4.87
F161 ADMINISTER BUDDY CARE	5.57	16	5.29
G321 INSPECT BARBELLS, WEIGHTS, AND EXERCISE EQUIPMENT	5.43	51	3.99
G329 INSTALL BASES ON BALL FIELDS	5.43	42	4.23
B53 IMPLEMENT SECURITY PROCEDURES FOR PROTECTING NAF FUNDS AND FACILITIES	5.40	21	5.52
F273 PREPARE BANK DEPOSIT SLIPS	5.33	76	4.10
F163 ARRANGE FOR PURCHASE OF AWARDS OR TROPHIES	5.31	50	4.65
H377 CONDUCT COACHES' CLINICS	5.26	15	6.37
F198 DEPOSIT MONIES IN BANKS	5.21	73	3.73
F286 PREPARE SIGN-UP SHEETS FOR TOURNAMENTS, MEETS, OR CONTESTS	5.21	61	4.07
H380 ESTABLISH AND ENFORCE GROUND RULES OR BYLAWS FOR SPORTS	5.21	36	5.85
H424 POST AND ENFORCE RULES ON USE OF ATHLETIC EQUIPMENT	5.21	37	5.02
K619 ORGANIZE BASE TOURNAMENTS, MEETS, CONTESTS, OR COMPETITIONS	5.21	18	5.44
K627 PREPARE CASHIER'S REPORT	5.19	36	4.12
F212 INITIATE AND MAINTAIN STATUS OF AF FORMS 332 (BCE WORK REQUEST)	5.17	30	4.84
G317 DRAG BALL FIELDS	5.17	50	3.74
H422 PLAN COACHES' CLINICS	5.17	16	5.63
G322 INSPECT BLEACHERS	5.14	19	4.93

* The Training Emphasis average is 2.38, with a standard deviation of 1.32

** Task Difficulty average is 5.0, with a standard deviation of 1.0

tasks performed by career ladder members, the STS tends to be overly concerned with management and general policies and procedures. It is very difficult to discern that 741Xls are very much involved with operating gyms, fitness centers, base athletic programs, and recreation centers.

Because STS elements are written in such broad terms, a large number of tasks covering a wide variety of functions were matched to some elements. For example, 83 tasks were matched to paragraph 4g, "Develop operating instructions," covering everything from establishing procedures for implementing sports programs to establishing boating and camping weather guidelines. Many of the tasks are involved with running arts and crafts hobby shops, auto hobby shops, and snack bars. Paragraph 9c, "Determine maintenance requirements on equipment," is another example. Forty-four tasks were matched to this one paragraph, and covered such items as repairing athletic equipment, inspecting swimming pool maintenance equipment, and performing minor repairs on playground equipment. Paragraphs 9c and 9d, "Determine maintenance requirements on equipment" and "Determine maintenance requirements on facilities," should include the performance of maintenance tasks instead of just the assessment of maintenance. Most of the tasks are listed as the actual performance of a task, such as "repair athletic equipment" or "perform maintenance on dugouts." Other similar paragraphs include: 9f, "Comply with safety and fire procedures," (87 tasks matched); 9g, "Insure facility sanitation," (47 tasks); 11b, "Organize classes," (52 tasks); and 11i, "Conduct social activities," (76 tasks). Career ladder functional managers should carefully review these areas for the possibility of breaking them down into meaningful smaller elements.

Sections of the STS which had only tasks with less than 20 percent members performing matched to that area are discussed in the following paragraphs. These areas should be reviewed by training personnel. This excludes Air Force wide areas that are administrative or supervisory in nature. (Table 16 shows specific areas and tasks.)

MWR POLICIES AND PROCEDURES. MWR mission (STS paragraph 4a) is not supported by any tasks with 20 percent members performing. Paragraph 4i, Control the sale of alcoholic beverages, has several tasks listed for it, but none meet the minimum guideline of percent members performing.

FACILITIES SUPPORT, SANITATION, AND SAFETY. Ensure personal hygiene (STS paragraph 9h) was not supported by a minimum percent members performing in any of the skill groups.

For some of the tasks, no match with an STS paragraph was possible. These are unreferenced tasks that members are performing for which there are no applicable STS areas. Table 17 lists examples of unmatched tasks that have a high TE rating and are performed by more than 20 percent of the members in a specific skill level. Many are related to MWR programs, activities, and facilities; tasks include filling out various forms, selling tickets or passes, and performing administrative-type duties. There are over 25 unreferenced tasks which specified instructing or coaching a sport. None met the 20 percent members performing, but all had a high task difficulty (over 6.0).

TABLE 16

STS PERFORMANCE ELEMENTS REFLECTING LOW PERCENT MEMBERS PERFORMING TASKS
(LESS THAN 20 PERCENT FOR A CODED LEVEL)

STS ELEMENTS	TASKS	TNG EMP*	TASK DIFF**	PERCENT MEMBERS PERFORMING		
				FIRST ENLISTMENT	DAFSC 74151	DAFSC 74171
4A	MWR MISSION K587 COORDINATE RECREATION CENTER SCHEDULES WITH OTHER MWR AND BASE AGENCIES TO PREVENT CONFLICT	3.43	5.19	11	11	12
4I	CONTROL THE SALE OF ALCOHOLIC BEVERAGES K616 OPERATE SMALL LOUNGES OR PUBS B30 DIRECT BOWLING CENTER ACTIVITIES F175 COORDINATE LICENSES WITH FEDERAL, STATE, OR LOCAL GOVERNMENTS	2.95 1.38 .83	5.84 6.36 5.46	6 4 5	7 5 5	5 10 13
9H	ENSURE PERSONAL HYGIENE J549 INSPECT EMPLOYEES FOR HYGIENE J555 MAINTAIN AND REVIEW FILES OF EMPLOYEES' HEALTH CERTIFICATES	2.40 1.67	4.57 4.29	8 4	12 5	16 8

TABLE 17

TASKS WITH MORE THAN 20 PERCENT MEMBERS PERFORMING NOT MATCHED TO STS ELEMENTS
(PERCENT MEMBERS PERFORMING)

TASKS	TNG EMP	PERCENT MEMBERS PERFORMING			TASK DIFF
		1ST ENL	DAFSC 74151	DAFSC 74171	
F162 ADMINISTER CPR	6.95	30	33	31	5.57
F161 ADMINISTER BUDDY CARE	5.57	16	22	23	5.29
F212 INITIATE AND MAINTAIN STATUS OF AF FORMS 332 (BCE WORK REQUEST)	5.17	30	45	68	4.84
F211 INITIATE AF FORMS 9 (REQUEST FOR PURCHASE	4.88	35	46	66	5.00
F219 ISSUE AF FORMS 1297 (TEMPORARY ISSUE RECEIPT)	4.81	68	73	66	3.50
F214 INITIATE DD FORMS 1348-6 (DOD SINGLE LINE ITEM REQUISITION SYSTEM DOCUMENT (MANUAL - LONG FORM))	4.60	19	30	54	5.54
F269 PREPARE AF FORMS 601 (EQUIPMENT ACTION REQUEST)	4.57	15	26	51	5.00
F267 PREPARE AF FORMS 2043 (RECREATION DAILY ATTENDANCE AND PROGRAM RECORD)	4.48	46	45	39	3.62
E145 ADMINISTER PHYSICAL ABILITIES TESTS TO AF ACADEMY APPLI- CANTS	4.45	23	23	16	4.91
F164 ASSIGN LOCKERS	4.45	52	50	35	3.93
F227 MAINTAIN FILES OF AF FORMS 2005 (ISSUE/TURN IN REQUEST)	4.31	23	30	45	4.34
F298 RECRUIT OFFICIALS OR COACHES	4.29	21	28	31	5.21
F277 PREPARE DD FORMS 250 (MATERIAL INSPECTION AND RECEIVING REPORT)	4.10	16	24	42	4.40
F229 MAINTAIN FILES OF PURCHASE ORDERS	3.95	31	38	52	4.14
H375 CLEAN ATHLETIC UNIFORMS OR TOWELS	3.79	60	57	31	3.35
J546 ENFORCE DRAM SHOP POLICIES	3.74	19	18	23	5.12
G371 TRANSPORT FURNITURE, APPLIANCES, EQUIPMENT, OR BLEACHERS	2.48	46	46	29	3.44
G316 DISPOSE OF TRASH	2.31	81	75	45	2.57

In summary, AFSC 741X1 STS was found to be overly broad and did not adequately describe the jobs and tasks performed by personnel within the ladder. A Utilization and Training Workshop is strongly recommended for revision of the STS.

JOB SATISFACTION

Job satisfaction in this career field varies according to the particular job being performed and the time in service. We examined job interest, the perceived use of talents and training, sense of accomplishment, and reenlistment intentions. These data appear in Table 18.

Directors and Managers seem to be the most satisfied with their job; 76 percent are satisfied with the sense of accomplishment derived from their work. Eighty-six percent find their job interesting, and over 85 percent feel their work uses their talents and training fairly well to perfectly.

At the other end of the scale, only 60 percent of the Fitness and Athletic Specialists are satisfied with the sense of accomplishment in their job; 59 percent find their job interesting. The lowest percentages appear in the categories of perceived use of talents and training for Arts and Crafts Hobby Shop Personnel. Only half feel these are used fairly well to perfectly. More of this group, however, are satisfied with the sense of accomplishment in their job and find their job interesting than did the Fitness and Athletic Specialists.

Table 18 shows reenlistment intentions are lowest in the MWR Operations Superintendents job area, probably because this group also has the highest time in service average (see Table 2), and many individuals plan to retire (36 percent).

The data for job satisfaction across TAFMS groups are shown in Table 19. A comparison was made to see how satisfied AFSC 741X1 personnel are versus people in command support positions with similar time in service. As can be seen from Table 19, the interest, sense of accomplishment, and use of training and talents for AFSC 741X1 respondents are lower than for the comparative sample for both the first- and second-enlistment personnel. The career group (97+ TAFMS), however, is as satisfied as the comparative sample.

Table 20 shows the comparison of this survey's job satisfaction data with the 1979 Occupational Survey Report (AFPT 90-71-390). The levels of job satisfaction have remained stable for the most part. There has been an increase in the number of first-term members who plan to reenlist since 1979; the previous survey showed a reenlistment rate of 50 percent, and this survey shows a rate of 67 percent. There was also an increase in the "fairly well to perfectly" category in perceived use of training for the first-enlistment group.

TABLE 18

COMPARISON OF JOB SATISFACTION INDICATORS BY CAREER LADDER STRUCTURE GROUPS
(PERCENT MEMBERS RESPONDING)**

	JOB AREAS				
	FITNESS/ ATHLETIC SPECIALISTS (N=382)	DIRECTORS/ MANAGERS (N=444)	RECREATION CENTER PERSONNEL (N=140)	ARTS/CRAFTS HOBBY SHOP PERSONNEL (N=6)	MWR OPERATIONS SUPERINTENDENTS (N=33)
<u>EXPRESSED JOB INTEREST:</u>					
INTERESTING	59	86	62	67	82
SO-SO	24	8	21	0	3
DULL	16	5	16	33	12
<u>PERCEIVED USE OF TALENTS:</u>					
FAIRLY WELL TO PERFECTLY	64	88	66	50	79
LITTLE OR NOT AT ALL	35	11	34	50	21
<u>PERCEIVED USE OF TRAINING:</u>					
FAIRLY WELL TO PERFECTLY	68	86	67	50	79
LITTLE OR NOT AT ALL	30	13	33	50	21
<u>REENLISTMENT INTENTIONS:</u>					
YES, OR PROBABLY YES	68	71*	72	67	52
NO, OR PROBABLY NO	28	14*	24	33	12
PLAN TO RETIRE	3	14*	1	0	36
<u>SATISFACTION WITH SENSE OF ACCOMPLISHMENT:</u>					
SATISFIED	60	76	54	67	73
NEITHER SATISFIED NOR DISSATISFIED	13	9	17	17	3
DISSATISFIED	27	14	29	17	24

* These numbers reflect only military respondents (N=351) for this job area

** Columns may not add up to 100 percent due to rounding

TABLE 19

COMPARISON OF JOB SATISFACTION INDICATORS BY TAFMS GROUPS
(PERCENT MEMBERS RESPONDING)**

	<u>1-48 MOS TAFMS</u>		<u>49-96 MOS TAFMS</u>		<u>97+ MOS TAFMS</u>	
	<u>741X1</u> <u>(N=464)</u>	<u>COMP</u> <u>SAMPLE*</u> <u>(N=219)</u>	<u>741X1</u> <u>(N=156)</u>	<u>COMP</u> <u>SAMPLE*</u> <u>(N=133)</u>	<u>741X1</u> <u>(N=351)</u>	<u>COMP</u> <u>SAMPLE*</u> <u>(N=138)</u>
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	60	82	69	85	82	80
SO-SO	24	11	14	7	11	8
DULL	16	7	15	8	6	12
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY	64	87	72	87	85	84
LITTLE OR NOT AT ALL	35	13	27	14	14	16
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY	69	85	69	84	82	83
LITTLE OR NOT AT ALL	29	15	30	16	18	17
<u>REENLISTMENT INTENTIONS:</u>						
YES, OR PROBABLY YES	67	74	76	74	69	57
NO, OR PROBABLY NO	32	12	20	17	8	15
PLAN TO RETIRE	0	12	3	7	22	28
<u>SATISFACTION WITH SENSE OF ACCOMPLISHMENT</u>						
SATISFIED	57	67	62	65	76	65
NEITHER SATISFIED NOR						
DISSATISFIED	16	8	12	6	7	10
DISSATISFIED	26	25	26	29	15	25

* Comparative sample includes Command Support personnel surveyed in 1986

** Columns may not add up to 100 percent due to rounding

TABLE 20

COMPARISON OF JOB SATISFACTION FOR CURRENT AND PREVIOUS SURVEY DATA
(PERCENT MEMBERS RESPONDING)

	<u>1-48 MOS TAFMS</u>		<u>49-96 MOS TAFMS</u>		<u>97+ MOS TAFMS</u>	
	<u>1987</u> <u>(N=464)</u>	<u>1979</u> <u>(N=291)</u>	<u>1987</u> <u>(N=156)</u>	<u>1979</u> <u>(N=224)</u>	<u>1987</u> <u>(N=351)</u>	<u>1979</u> <u>(N=443)</u>
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	60	60	69	69	82	78
SO-SO	24	20	14	17	11	12
DULL	16	18	15	13	6	8
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY	64	62	72	75	85	80
LITTLE OR NOT AT ALL	35	38	27	23	14	18
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY	69	85	69	68	82	78
LITTLE OR NOT AT ALL	29	32	30	30	18	21
<u>REENLISTMENT INTENTIONS:</u>						
YES, OR PROBABLY YES	67	50	76	74	69	68
NO, OR PROBABLY NO	32	50	23	26	30	30

* Columns may not add up to 100 percent due to rounding. Data does not include members not responding.

Data was not available from the 1979 survey for the level of "satisfaction with sense of accomplishment" factor, nor was data available for the percentage of members who planned to retire. In the 1979 survey, respondents who intended to retire were grouped with the "no, or probably no" category. To permit a comparison between the 1979 data and the current survey data, the number of members who responded as planning to retire in the current survey was added to the "no, or probably no" category of reenlistment intentions.

Write-In Comments

Individuals were encouraged to add additional information about the career field and their jobs at the end of the survey booklet. This included equipment used on their job, duties performed that were not included in the inventory, and suggestions for training.

Several members suggested a mandatory technical school is needed since airmen are working with nonappropriated funding, expensive equipment, and the public. One individual said that because there is no initial skills training, "many young troops become proficient at janitorial duties." "I'm an underpaid janitor," was the comment one respondent offered. One member suggested that the Air Force should spend more time training its fitness specialists since physical fitness is so strongly encouraged. Another person complained that "there is no money" was always said when he/she applied for a seminar or school, but civilians seemed to be able to go.

On the other side, one member said, "I feel it would be impossible to train for this position (NCOIC Recreation Services) in any other way than to learn by doing." Individuals wrote about the broad range of tasks they perform; "if you're good at a certain task, you do that certain task more than others." One said, "I'm Jack of all trades-master of everything."

Some respondents felt the Fitness and Recreation career ladder was a "dumping ground" for "outcasts from other fields." All of these particular members felt this gave MWR a bad name, since "people need outlets to release their tension and stress. Our programs provide that." Other members felt positive about the career field, but were not happy with their base or their present assignment.

COMPARISON OF OVERSEAS AND CONUS PERSONNEL

Part of the purpose of this report was to determine if differences existed between CONUS and overseas personnel. Several products were analyzed and no major differences were found.

CIVILIAN PERSONNEL

There are 100 civilian personnel in our sample of the Fitness and Recreation career ladder. These individuals are from three different codes: 0030, Sports Specialist; 0188, Recreation Specialist; and 1056, Art Specialist.

Most of these members are in ATC, MAC, TAC, and SAC. Table 21 shows the MAJCOM distribution of these members.

Members are assigned to duty sections and perform certain duties according to their civilian codes (see Table 22 for a complete listing of assigned sections). Members with the 0030 code (N=19) are in the athletic office, physical fitness center, and related areas. Twenty-six percent are on an outside maintenance crew. Some of the tasks they perform are:

- Direct athletic programs
- Establish procedures for implementing sports programs
- Plan intramural, extramural, or varsity recreational programs
- Coordinate maintenance of facilities, grounds, or equipment with BCE or other support sections
- Interpret policies, directives, or procedures for subordinates

Personnel with the 0188 code (N=51) are assigned to various sections, but 73 percent are in recreation centers and 51 percent are in ticket and tour sections. They accomplish such tasks as:

- Supervise NAF civilian personnel
- Determine work priorities
- Draft correspondence
- Prepare drafts of budgets
- Direct recreational programs

The last group, those with civilian code 1056 (N=30), are located in arts and crafts and hobby sections, such as auto hobby shops, arts and crafts centers, and ceramic hobby shops. Tasks performed include:

- Plan hobby shop activities
- Direct hobby shop activities
- Supervise NAF civilian personnel
- Recruit instructors for recreational classes
- Organize designer craftsman or artist craftsman competition

TABLE 21
COMMAND REPRESENTATION OF CIVILIAN CODES 30, 56,
AND 188 SURVEY SAMPLE

<u>COMMAND</u>	<u>PERCENT OF SAMPLE</u>
SAC	24
MAC	18
TAC	14
ATC	11
AFLC	9
AFSC	7
PACAF	7
USAFE	6
AUN	2
SPACECOM	1
HQ AF	<u>1</u>
TOTAL IN SAMPLE	100

TABLE 22
DUTIES FOR CIVILIAN CODES
(PERCENT MEMBERS)*

DUTY SECTION	CIVILIAN CODES		
	0030 (N=19)	0188 (N=51)	1056 (N=30)
ADMINISTRATIVE OFFICE	21	22	40
ATHLETIC OFFICE	100	8	0
AUTO HOBBY SHOP	0	8	77
CERAMICS HOBBY SHOP	0	14	87
FACILITIES BRANCH	0	4	7
FAMCAMP	0	14	0
ARTS AND CRAFTS CENTER	0	14	90
MWR SUPPLY	5	0	0
NAF FINANCIAL MGMT	0	0	10
OFF-BASE OUTDOOR REC AREA	5	8	0
ON-BASE OUTDOOR REC AREA	5	22	0
OUTSIDE MAINTENANCE CREW	26	2	0
PHOTOGRAPHIC HOBBY SHOP	0	10	70
PHYSICAL FITNESS CENTER	63	10	0
RECREATION CENTER	0	73	0
SPA/FIELD HOUSE	42	2	0
SWIMMING POOL	37	8	0
TICKET AND TOUR OPERATIONS	0	51	3
WOOD HOBBY SHOP	0	12	87
YOUTH CENTER	5	4	0
OTHER	0	9	10

* Rows will not add up to 100 percent as many personnel work in more than one duty section

The percent of time spent in administrative duties for these civilians remains constant across all codes. They are spending a third of their time in managing MWR programs and about 20 percent of their time directing and implementing. Table 23 shows a comparison of the percent of time spent across codes for civilians. The time spent in a duty is related to the section in which they work.

IMPLICATIONS

Overall, the Fitness and Recreation career ladder is very diverse, with personnel performing a wide variety of jobs, from running a fitness center to instructing arts and crafts. Most of the career field has remained stable since the last OSR; however, there are fewer military performing duties related to arts and crafts. The AFR 39-1 Specialty Descriptions are generally accurate in describing the various jobs and tasks being performed. Job satisfaction indicators for AFSC 741X1 personnel are generally positive, although pockets of dissatisfaction were noted.

Of primary concern, however, is the adequacy of the STS. Major paragraphs are very broad and generic in nature. Instead of describing the tasks performed by career ladder members, it is overly concerned with management and policies. We strongly recommend a Utilization and Training Workshop for revision of the STS.

TABLE 23

AVERAGE PERCENT TIME SPENT ON DUTIES BY CIVILIANS
(PERCENT MEMBERS RESPONDING)**

DUTY	ALL CIV (N=100)	ALL 0030 (N=19)	ALL 0188 (N=51)	A11 1056 (N=30)
A ORGANIZING AND PLANNING	6	6	6	7
B DIRECTING AND IMPLEMENTING	19	20	19	19
C INSPECTING AND EVALUATING	9	10	9	8
D TRAINING	4	6	4	5
E DIRECTING AND IMPLEMENTING AIR FORCE FITNESS PROGRAMS	1	2	*	*
F MANAGING MWR PROGRAMS, ACTIVITIES, AND FACILITIES	34	35	34	33
G PERFORMING INDOOR OR OUTDOOR MAINTENANCE	3	9	2	1
H OFFICIATING, INSTRUCTING, AND MANAGING ATHLETICS	2	7	1	0
I OPERATING AND MAINTAINING SWIMMING POOLS, BEACH AREAS, AND OUTDOOR RECREATION FACILITIES	2	4	2	*
J OPERATING SNACK BARS AND PREPARING FOOD	3	1	5	*
K OPERATING RECREATION CENTERS	7	*	13	*
L OPERATING HOBBY SHOP RETAIL STORES	3	*	1	7
M OPERATING FINE ARTS HOBBY SHOPS	2	0	1	6
N OPERATING WOOD HOBBY SHOPS	1	0	1	3
O OPERATING AUTO HOBBY SHOPS	1	0	*	2
P OPERATING PHOTOGRAPHY HOBBY SHOPS	2	0	1	5
Q OPERATING CERAMIC HOBBY SHOPS	2	0	1	4

* Indicates less than 1 percent

** Columns may not add up to 100 percent due to rounding

APPENDIX A

TABLE A1

STAGE NUMBER AND TITLE: FITNESS AND ATHLETIC SPECIALISTS (STG055)
 NUMBER IN STAGE: 382 PERCENT OF SAMPLE: 36
 MAJCOM DISTRIBUTION: AAC (3%) USAF (11%) AFLC (1%) AFSC (5%)
 ATC (16%) AUN (2%) MAC (8%) PACAF (5%)
 SAC (26%) TAC (20%) SPC (1%) OTHER (2%)
 LOCATION: CONUS (68%) OVERSEAS (32%)
 DAFSC DISTRIBUTION: 74131 (22%) 74151 (69%) 74171 (8%)
 AVERAGE NUMBER OF TASKS PERFORMED: 96 PREDOMINANT GRADE: E-3
 AVERAGE MONTHS IN CAREER FIELD: 42 AVERAGE MONTHS IN SERVICE: 55

STAGE DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
H375 CLEAN ATHLETIC UNIFORMS OR TOWELS	91
G370 SWEEP GYM OR RACQUETBALL COURT FLOORS	86
G316 DISPOSE OF TRASH	83
H415 ISSUE OR CHECK IN ATHLETIC EQUIPMENT OR SUPPLIES	81
H427 STORE ATHLETIC UNIFORMS, EQUIPMENT, OR SUPPLIES	81
F165 COLLECT FEES OR CHARGES FOR SERVICES OR USAGE	80
G333 LINE ATHLETIC FIELDS, TRACKS, OR COURSES	80
F164 ASSIGN LOCKERS	77
G321 INSPECT BARBELLS, WEIGHTS, AND EXERCISE EQUIPMENT	77
G350 POLICE ASSIGNED AREAS	76
G368 STORE BARBELLS AND WEIGHTS AFTER PATRON USE	76
F219 ISSUE AF FORMS 1297 (TEMPORARY ISSUE RECEIPT)	74
G317 DRAG BALL FIELDS	74
G339 PERFORM JANITORIAL SERVICES IN INDOOR/OUTDOOR MWR AREAS	74
G358 REPLACE LIGHT BULBS OR SPOTLIGHTS	74
F285 PREPARE SCHEDULES FOR TOURNAMENTS, MEETS, OR CONTESTS	70
B60 PARTICIPATE IN STAFF MEETINGS	69
B29 DIRECT ATHLETIC PROGRAMS	68
F273 PREPARE BANK DEPOSIT SLIPS	68
F198 DEPOSIT MONIES IN BANKS	67
F261 PLAN INTRAMURAL, EXTRAMURAL, OR VARSITY RECREATIONAL PROGRAMS	67
G357 REPAIR ATHLETIC EQUIPMENT	67
G359 REPLACE NETTING ON GOALS OR CAGES	67
G318 FILL HOLES ON ATHLETIC FIELDS	65
F251 PERFORM CLOSING OR FIRE CHECKS OF MWR FACILITIES	64
G329 INSTALL BASES ON BALL FIELDS	64
H419 MONITOR SAUNA OR STEAM ROOMS	58
G361 SANITIZE STEAM ROOMS, SAUNAS, OR SHOWERS	57
H424 POST AND ENFORCE RULES ON USE OF ATHLETIC EQUIPMENT	57
F234 MAINTAIN RESERVATION REQUESTS	55

TABLE A2

STAGE ID NUMBER AND TITLE: DIRECTORS AND MANAGERS (STG043)
 NUMBER IN STAGE: 444 PERCENT OF CLUSTER: 41
 MAJCOM DISTRIBUTION: AAC (5%) USAF (10%) AFLC (3%) AFSC (5%)
 ATC (9%) AUN (2%) MAC (9%) PACAF (8%)
 SAC (29%) TAC (17%) SPC (2%) OTHER (1%)
 LOCATION: CONUS (61%) OVERSEAS (39%)
 DAFSC DISTRIBUTION: 74131 (5%) 74151 (32%) 74171 (38%)
 74191 (3%) 74100 (1%) CIVILIAN (21%)
 AVERAGE NUMBER OF TASKS PERFORMED: 207 PREDOMINANT GRADE: E-5
 AVERAGE MONTHS IN CAREER FIELD: 116 AVERAGE MONTHS IN SERVICE: 141

STAGE DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
B60 PARTICIPATE IN STAFF MEETINGS	92
A4 DETERMINE WORK PRIORITIES	89
A6 DEVELOP WORK METHODS OR PROCEDURES	84
A3 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	83
A14 PLAN WORK ASSIGNMENTS	83
F212 INITIATE AND MAINTAIN STATUS OF AF FORMS 332 (BCE WORK REQUEST)	80
F219 ISSUE AF FORMS 1297 (TEMPORARY ISSUE RECEIPT)	80
A7 ESTABLISH ORGANIZATIONAL POLICIES, OPERATING INSTRUCTIONS (OI), OR STANDARD OPERATING PROCEDURES (SOP)	78
A9 ORGANIZE AND MAINTAIN CONTINUITY FOLDERS	78
B55 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	78
F211 INITIATE AF FORMS 9 (REQUEST FOR PURCHASE)	78
B61 PREPARE AND IMPLEMENT WORK SCHEDULES	76
F176 COORDINATE MAINTENANCE OF FACILITIES, GROUNDS, OR EQUIPMENT WITH BCE OR OTHER SUPPORT SECTIONS	76
F165 COLLECT FEES OR CHARGES FOR SERVICES OR USAGE	75
F181 COORDINATE OBTAINING SUPPLIES FROM LOCAL PURCHASE STORES	75
B73 REVIEW PERIODIC FINANCIAL STATEMENTS	74
B84 SUPERVISE NAF CIVILIAN PERSONNEL	74
A10 ORGANIZE SELF-INSPECTION PROGRAMS	73
B22 CONDUCT STAFF MEETINGS	73
B47 ESTABLISH AND IMPLEMENT SAFETY PROCEDURES, POLICIES, OR PROGRAMS	72
F196 COUNSEL STAFF ON SAFETY PRACTICES AND PROCEDURES	72
C95 EVALUATE COMPLIANCE WITH WORK STANDARDS	71
F198 DEPOSIT MONIES IN BANKS	71
B27 COUNSEL PERSONNEL ON PERSONAL/MILITARY-RELATED PROBLEMS	70
F273 PREPARE BANK DEPOSIT SLIPS	70
B62 PREPARE DRAFTS OF BUDGETS	69
F242 MAKE DISTRIBUTION RUNS	68
B53 IMPLEMENT SECURITY PROCEDURES FOR PROTECTING NAF FUNDS	66

TABLE A3

STAGE ID NUMBER AND TITLE: RECREATION CENTER PERSONNEL (STG033)
 NUMBER IN STAGE: 140 PERCENT OF CLUSTER: 13 MAJCOM
 DISTRIBUTION: AAC (3%) USAFE (2%) AFLC (2%) AFSC (5%)
 ATC (24%) MAC (9%) PACAF (1%) SAC (36%)
 TAC (14%) HQ AF WASH (1%) OTHER (3%)
 LOCATION: CONUS (84%) OVERSEAS (16%)
 DAFSC DISTRIBUTION: 74131 (28%) 74151 (61%) 74171 (10%) CIVILIAN (1%)
 AVERAGE NUMBER OF TASKS PERFORMED: 80 PREDOMINANT GRADE: E-3
 AVERAGE MONTHS IN CAREER FIELD: 37 AVERAGE MONTHS IN SERVICE: 49

STAGE DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
F273 PREPARE BANK DEPOSIT SLIPS	89
F198 DEPOSIT MONIES IN BANKS	86
K627 PREPARE CASHIER'S REPORT	84
F165 COLLECT FEES OR CHARGES FOR SERVICES OR USAGE	82
G316 DISPOSE OF TRASH	71
K601 ISSUE OR CHECK IN RECREATION CENTER EQUIPMENT	71
F251 PERFORM CLOSING OR FIRE CHECKS OF MWR FACILITIES	68
F222 ISSUE OR SELL TICKETS OR PASSES	67
F267 PREPARE AF FORMS 2043 (RECREATION DAILY ATTENDANCE AND PROGRAM RECORD)	67
F274 PREPARE CASH RECEIPT VOUCHERS	67
F242 MAKE DISTRIBUTION RUNS	65
J562 PERFORM ID CHECKS OF PATRONS	65
B60 PARTICIPATE IN STAFF MEETINGS	64
F219 ISSUE AF FORMS 1297 (TEMPORARY ISSUE RECEIPT)	64
K640 SCHEDULE ROOM RESERVATIONS	64
K648 SET UP OR TAKE DOWN TABLES AND CHAIRS	64
F262 PLAN RECREATION CENTER ACTIVITIES	60
K597 INSPECT RECREATION CENTER EQUIPMENT OR SUPPLIES	60
F299 REPORT CASH SHORTAGES OR OVERAGES	59
G350 POLICE ASSIGNED AREAS	58
J565 PICK UP ITEMS FROM COMMISSARY	58
F265 POST NOTICES ON AND UPDATE MARQUEES OR OUTDOOR SIGNS	57
G358 REPLACE LIGHT BULBS OR SPOTLIGHTS	56
K617 OPERATE TICKET AND TOUR CENTER	55
F202 DISTRIBUTE PUBLICITY MATERIALS	52
G339 PERFORM JANITORIAL SERVICES IN INDOOR/OUTDOOR MWR AREAS	51
F234 MAINTAIN RESERVATION REQUESTS	49
J578 WAIT ON PATRONS	49
K634 RECORD INFORMATION FROM DAILY CASH REGISTER TAPES	48
J561 PERFORM CASH REGISTER READINGS	44

TABLE A4

STAGE NUMBER AND TITLE: ARTS/CRAFTS HOBBY SHOP PERSONNEL (STG166)
 NUMBER IN STAGE: 6 PERCENT OF SAMPLE: 1
 MAJCOM DISTRIBUTION: AUN (17%) SAC (67%) HQ AF WASH (17%)
 LOCATION: CONUS (100%)
 DAFSC DISTRIBUTION: 74131 (67%) 74151 (17%) 74171 (17%)
 AVERAGE NUMBER OF TASKS PERFORMED: 67 PREDOMINANT GRADE: E-4
 AVERAGE MONTHS IN CAREER FIELD: 20 AVERAGE MONTHS IN SERVICE: 35

STAGE DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
F165 COLLECT FEES OR CHARGES FOR SERVICES OR USAGE	100
F166 COMPUTE SELLING PRICES FOR ITEMS SOLD IN RETAIL OUTLETS	100
F198 DEPOSIT MONIES IN BANKS	100
F251 PERFORM CLOSING OR FIRE CHECKS OF MWR FACILITIES	100
G316 DISPOSE OF TRASH	100
L657 INSPECT INCOMING HOBBY SHOP RETAIL STORE MERCHANDISE	100
L658 INVENTORY HOBBY SHOP RETAIL MERCHANDISE	100
F273 PREPARE BANK DEPOSIT SLIPS	83
F275 PREPARE CASH REGISTER CORRECTION SLIPS	83
L653 DISPLAY HOBBY SHOP RETAIL MERCHANDISE	83
L654 DISPLAY SEASONAL CRAFT ITEMS	83
L656 INITIATE TRANSFERS BETWEEN SECTIONS (TBS) OR TRANSFERS BETWEEN ACTIVITIES (TBA)	83
L666 PRICE AND CODE HOBBY SHOP RETAIL MERCHANDISE	83
L668 SELL HOBBY SUPPLIES	83
M703 PERFORM MAINTENANCE ON ARTS/CRAFTS EQUIPMENT AND TOOLS	83
Q774 CHECK IN GREEN WARE OR BISQUE TO FIRING ROOMS	83
Q782 LOAD OR UNLOAD KILNS	83
F292 RECEIVE AND STORE EQUIPMENT OR SUPPLIES	67
L662 ORDER HOBBY SHOP RETAIL MERCHANDISE	67
L664 PREPARE AND FORWARD AF FORMS 2209 (NONAPPROPRIATED FUND ORDER FOR SUPPLIES OR SERVICES)	67
M674 INVENTORY ARTS AND CRAFTS MATERIALS AND SUPPLIES	67
M676 MAINTAIN STOCK LEVELS OF ARTS AND CRAFTS MATERIALS AND SUPPLIES	67
M704 SELL CRAFT MATERIALS	67
Q775 CHIP HARDENED CERAMIC DRIPS OFF OF KILN SHELVES	67
Q777 DISPLAY SAMPLES OF MOLDS	67
Q778 EMPTY SLIP TRAYS	67
Q781 INVENTORY CERAMIC HOBBY SHOP EQUIPMENT AND SUPPLIES	67
Q794 PROVIDE BOXES AND PACKING MATERIALS FOR PROJECTS	67
N722 TAKE ORDERS FOR CUSTOM FRAMES	50
Q776 CLEAN CERAMIC MOLDS	50

TABLE A5

STAGE NUMBER AND TITLE: MWR OPERATIONS SUPERINTENDENTS (STG060)
 NUMBER IN STAGE: 33 PERCENT OF SAMPLE: 3
 MAJCOM DISTRIBUTION: MPC (3%) USAFA (3%) USAF (21%) AFLC (3%)
 ATC (15%) MAC (3%) PACAF (6%) SAC (24%)
 TAC (21%)
 LOCATION: CONUS (52%) OVERSEAS (48%)
 DAFSC DISTRIBUTION: 74151 (6%) 74171 (52%) 74191 (42%)
 AVERAGE NUMBER OF TASKS PERFORMED: 47 PREDOMINANT GRADE: E-7
 AVERAGE MONTHS IN CAREER FIELD: 160 AVERAGE MONTHS IN SERVICE: 218

STAGE DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
B60 PARTICIPATE IN STAFF MEETINGS	97
A7 ESTABLISH ORGANIZATIONAL POLICIES, OPERATING INSTRUCTIONS (OI), OR STANDARD OPERATING PROCEDURES (SOP)	88
A10 ORGANIZE SELF-INSPECTION PROGRAMS	85
B27 COUNSEL PERSONNEL ON PERSONAL/MILITARY-RELATED PROBLEMS	79
B22 CONDUCT STAFF MEETINGS	76
A9 ORGANIZE AND MAINTAIN CONTINUITY FOLDERS	73
B55 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	70
A4 DETERMINE WORK PRIORITIES	67
B44 DRAFT CORRESPONDENCE	67
B66 REFER PERSONNEL WITH UNIQUE PROBLEMS TO PROPER AGENCIES	64
C101 EVALUATE INSPECTION REPORTS OR PROCEDURES	64
A13 PLAN SAFETY PROGRAMS	61
B63 PREPARE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS	61
A6 DEVELOP WORK METHODS OR PROCEDURES	58
A11 PLAN AND PREPARE BRIEFINGS	58
B47 ESTABLISH AND IMPLEMENT SAFETY PROCEDURES, POLICIES, OR PROGRAMS	58
F212 INITIATE AND MAINTAIN STATUS OF AF FORMS 332 (BCE WORK REQUEST)	55
A3 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	52
B58 MAINTAIN LIAISON WITH MWR-ORIENTED ORGANIZATIONS	52
A1 ASSIGN PERSONNEL TO DUTY POSITIONS	48
A15 REVIEW CONTINGENCY PLANS FOR EMERGENCIES OR DISASTERS	48
B28 DEVELOP MWR MASTER PLAN	45
A8 ESTABLISH PERFORMANCE STANDARDS	42
B26 COORDINATE NONAPPROPRIATED FUNDS (NAF) ACTIVITIES WITH MWR CHIEF OR OTHER KEY PERSONNEL	42
B87 UPDATE STATUS BOARDS, CHARTS, OR GRAPHS	42
C117 RECOMMEND OR SELECT PERSONNEL FOR SPECIAL AWARDS	42
F176 COORDINATE MAINTENANCE OF FACILITIES, GROUNDS, OR EQUIPMENT WITH BCE OR OTHER SUPPORT SECTIONS	42
F196 COUNSEL STAFF ON SAFETY PRACTICES AND PROCEDURES	39

TABLE A6

STAGE NUMBER AND TITLE: ALL CIVILIANS IN SAMPLE
 NUMBER IN STAGE: 100 PERCENT OF SAMPLE: 9%
 MAJCOM DISTRIBUTION: USAFE (6%) AFLC (9%) AFSC (7%) ATC (11%)
 MAC (18%) PACAF (7%) SAC (24%) TAC (14%)
 AUN (2%) SPC (1%) HQ AF (1%)
 LOCATION: CONUS (73%) OVERSEAS (15%) BLANK (12%)
 GRADE DISTRIBUTION: GS-05 (1%) GS-06 (2%) GS-07 (22%) GS-08 (3%)
 GS-09 (61%) GS-10 (5%) GS-11 (5%) GS-12 (1%)
 AVERAGE NUMBER OF TASKS PERFORMED: 225 AVERAGE MONTHS IN CAREER FIELD: 135
 AVERAGE MONTHS IN SERVICE: 118

STAGE DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
B60 PARTICIPATE IN STAFF MEETINGS	97
A4 DETERMINE WORK PRIORITIES	93
F212 INITIATE AND MAINTAIN STATUS OF AF FORMS 332 (BCE WORK REQUEST)	93
B62 PREPARE DRAFTS OF BUDGETS	92
B55 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	91
B84 SUPERVISE NAF CIVILIAN PERSONNEL	91
F211 INITIATE AF FORMS 9 (REQUEST FOR PURCHASE)	91
A7 ESTABLISH ORGANIZATIONAL POLICIES, OPERATING INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	89
A3 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT OR SUPPLIES	88
A14 PLAN WORK ASSIGNMENTS	88
B22 CONDUCT STAFF MEETINGS	88
B73 REVIEW PERIODIC FINANCIAL STATEMENTS	88
F201 DEVELOP 12-MONTH ACTIVITY CALENDAR	87
F217 INSTRUCT STAFF IN SAFE USE OF EQUIPMENT	87
B61 PREPARE AND IMPLEMENT WORK SCHEDULES	86
F196 COUNSEL STAFF ON SAFETY PRACTICES AND PROCEDURES	86
A6 DEVELOP WORK METHODS OR PROCEDURES	85
B44 DRAFT CORRESPONDENCE	85
C111 EVALUATE USE OF OR MAINTENANCE OF WORKSPACE, EQUIPMENT, AND SUPPLIES	83
A10 ORGANIZE SELF-INSPECTION PROGRAMS	81
C93 EVALUATE BUDGETING AND FINANCIAL REQUIREMENTS	81
F283 PREPARE NEWS RELEASES FOR BASE PUBLICATION	80
C95 EVALUATE COMPLIANCE WITH WORK STANDARDS	79
F297 RECRUIT INSTRUCTORS FOR RECREATIONAL CLASSES	79
B56 MAINTAIN ACCOUNTABILITY RECORDS OF NAF FUNDS	76

TABLE A7

STAGE NUMBER AND TITLE: SPORTS SPECIALIST (CIVILIAN OCCUPATIONAL SERIES 0030)
 NUMBER IN STAGE: 19 PERCENT OF SAMPLE: 2%
 MAJCOM DISTRIBUTION: AFSC (11%) USAF (5%) AFLC (11%) ATC (16%)
 MAC (5%) PACAF (5%) SAC (21%) TAC (21%)
 HQ AF (5%)
 LOCATION: CONUS (68%) OVERSEAS (11%) BLANK (21%)
 GRADE DISTRIBUTION: GS-05 (5%) GS-07 (21%) GS-09 (47%) GS-10 (21%)
 GS-11 (5%)
 AVERAGE NUMBER OF TASKS PERFORMED: 221 AVERAGE MONTHS IN CAREER FIELD: 177
 AVERAGE MONTHS IN SERVICE: 125

STAGE DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
B29 DIRECT ATHLETIC PROGRAMS	100
B49 ESTABLISH PROCEDURES FOR IMPLEMENTING SPORTS PROGRAMS	100
B22 CONDUCT STAFF MEETINGS	95
B55 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	95
B60 PARTICIPATE IN STAFF MEETINGS	95
F176 COORDINATE MAINTENANCE OF FACILITIES, GROUNDS, OR EQUIPMENT WITH BCE OR OTHER SUPPORT SECTIONS	95
F194 COORDINATE USE OF THE GYM WITH STUDENT PILOT OR OTHER ON-BASE SQUADRONS	95
F212 INITIATE AND MAINTAIN STATUS OF AF FORMS 332 (BCE WORK REQUEST)	95
F217 INSTRUCT STAFF IN SAFE USE OF EQUIPMENT	95
A14 PLAN WORK ASSIGNMENTS	89
B84 SUPERVISE NAF CIVILIAN PERSONNEL	89
B85 SUPERVISE OFFICIALS OR JUDGES FOR RECREATIONAL ACTIVITIES	89
B88 VALIDATE OFFICIAL'S PAY SHEETS	89
C103 EVALUATE OFFICIATING IN RECREATIONAL PROGRAMS	89
F183 COORDINATE PAYMENT OF OFFICIALS OR JUDGES WITH NON-APPROPRIATED FUNDS FINANCIAL MANAGEMENT BRANCH (NAFFMB)	89
F244 MONITOR GROUNDS MAINTENANCE	89
F248 ORGANIZE OR SUPERVISE ADVISORY COMMITTEES	89
F261 PLAN INTRAMURAL, EXTRAMURAL, OR VARSITY RECREATIONAL PROGRAMS	89
A4 DETERMINE WORK PRIORITIES	84
B61 PREPARE AND IMPLEMENT WORK SCHEDULES	84
B79 SUPERVISE FITNESS AND RECREATION SPECIALISTS (AFSC 74151)	84
C107 EVALUATE RECREATIONAL PROGRAMS	84
C108 EVALUATE SAFETY PROGRAMS OR PRACTICES IN RECREATIONAL ACTIVITIES	84
F257 PLAN BASE TOURNAMENTS, MEETS, CONTESTS, OR COMPETITIONS	84
H380 ESTABLISH AND ENFORCE GROUND RULES OR BYLAWS FOR SPORTS	84

TABLE A8

STAGE NUMBER AND TITLE: RECREATION SPECIALIST (CIVILIAN OCCUPATIONAL SERIES 0188)
 NUMBER IN STAGE: 51 PERCENT OF SAMPLE: 5%
 MAJCOM DISTRIBUTION: USAFE (8%) AFLC (10%) AFSC (4%) ATC (12%)
 MAC (22%) PACAF (6%) SAC (24%) TAC (12%)
 AUN (2%) SPC (2%)
 LOCATION: CONUS (75%) OVERSEAS (14%) BLANK (12%)
 GRADE DISTRIBUTION: GS-06 (2%) GS-07 (29%) GS-08 (2%) GS-09 (61%)
 GS-10 (2%) GS-11 (4%)
 AVERAGE NUMBER OF TASKS PERFORMED: 236 AVERAGE MONTHS IN CAREER FIELD: 140
 AVERAGE MONTHS IN SERVICE: 116

STAGE DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
B60 PARTICIPATE IN STAFF MEETINGS	98
A4 DETERMINE WORK PRIORITIES	94
B84 SUPERVISE NAF CIVILIAN PERSONNEL	94
B55 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	92
B62 PREPARE DRAFTS OF BUDGETS	92
A14 PLAN WORK ASSIGNMENTS	90
B65 RECRUIT VOLUNTEERS FOR RECREATIONAL PROGRAMS	90
F211 INITIATE AF FORMS 9 (REQUEST FOR PURCHASE)	90
A6 DEVELOP WORK METHODS OR PROCEDURES	88
A9 ORGANIZE AND MAINTAIN CONTINUITY FOLDERS	88
B73 REVIEW PERIODIC FINANCIAL STATEMENTS	88
F212 INITIATE AND MAINTAIN STATUS OF AF FORMS 332 (BCE WORK REQUEST)	88
A7 ESTABLISH ORGANIZATIONAL POLICIES, OPERATING INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	86
B22 CONDUCT STAFF MEETINGS	86
B44 DRAFT CORRESPONDENCE	86
B53 IMPLEMENT SECURITY PROCEDURES FOR PROTECTING NAF FUNDS AND FACILITIES	86
B61 PREPARE AND IMPLEMENT WORK SCHEDULES	86
C99 EVALUATE COSTS OF PROPOSED RECREATIONAL ACTIVITIES	84
C100 EVALUATE EXTENT OF PARTICIPATION IN RECREATIONAL PROGRAMS	84
F202 DISTRIBUTE PUBLICITY MATERIALS	84
F283 PREPARE NEWS RELEASES FOR BASE PUBLICATION	84
B42 DIRECT SPECIAL ACTIVITIES	82
F201 DEVELOP 12-MONTH ACTIVITY CALENDAR	82
B40 DIRECT RECREATIONAL PROGRAMS	80
B56 MAINTAIN ACCOUNTABILITY RECORDS OF NAF FUNDS	78
C107 EVALUATE RECREATIONAL PROGRAMS	75
K597 INSPECT RECREATION CENTER EQUIPMENT OR SUPPLIES	75
K598 INSPECT RECREATION CENTERS OR FACILITIES	75
F262 PLAN RECREATION CENTER ACTIVITIES	73
B39 DIRECT RECREATION CENTER ACTIVITIES	65

TABLE A9

STAGE NUMBER AND TITLE: ART SPECIALIST (CIVILIAN OCCUPATIONAL SERIES 1056)
 NUMBER IN STAGE: 30 PERCENT OF SAMPLE: 3%
 MAJCOM DISTRIBUTION: USAFE (3%) AFLC (7%) AUN (3%) AFSC (10%)
 ATC (7%) MAC (20%) PACAF (10%) SAC (27%)
 TAC (13%)
 LOCATION: CONUS (73%) OVERSEAS (20%) BLANK (7%)
 GRADE DISTRIBUTION: GS-06 (3%) GS-07 (10%) GS-08 (7%) GS-09 (70%)
 GS-11 (7%) GS-12 (3%)
 AVERAGE NUMBER OF TASKS PERFORMED: 207
 AVERAGE MONTHS IN CAREER FIELD: 101 AVERAGE MONTHS IN SERVICE: 117

STAGE DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
F212 INITIATE AND MAINTAIN STATUS OF AF FORMS 332 (BCE WORK REQUEST)	100
A4 DETERMINE WORK PRIORITIES	97
B60 PARTICIPATE IN STAFF MEETINGS	97
B62 PREPARE DRAFTS OF BUDGETS	97
F260 PLAN HOBBY SHOP ACTIVITIES	97
F297 RECRUIT INSTRUCTORS FOR RECREATIONAL CLASSES	97
A7 ESTABLISH ORGANIZATIONAL POLICIES, OPERATING INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	93
B35 DIRECT HOBBY SHOP ACTIVITIES	93
B37 DIRECT MAINTENANCE OF UTILIZATION OF EQUIPMENT	93
B44 DRAFT CORRESPONDENCE	93
B83 SUPERVISE INSTRUCTORS	93
F245 ORGANIZE DESIGNER CRAFTSMAN OR ARTIST CRAFTSMAN COMPETITIONS	93
B73 REVIEW PERIODIC FINANCIAL STATEMENTS	90
F201 DEVELOP 12-MONTH ACTIVITY CALENDAR	90
F211 INITIATE AF FORMS 9 (REQUEST FOR PURCHASE)	90
F214 INITIATE DD FORMS 1348-6 (DOD SINGLE LINE ITEM REQUISITION SYSTEM DOCUMENT (MANUAL - LONG FORM))	90
F240 MAINTAIN TIMECARDS	90
B55 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	87
B63 PREPARE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS	87
B84 SUPERVISE NAF CIVILIAN PERSONNEL	87
C93 EVALUATE BUDGETING AND FINANCIAL REQUIREMENTS	87
F247 ORGANIZE INSTRUCTIONAL CLASSES IN RECREATIONAL ACTIVITIES	87
L663 PLAN SPECIAL SALES OF SLOW MOVING HOBBY SHOP RETAIL ITEMS	80
P769 ORGANIZE PHOTOGRAPHIC CONTESTS	80
F283 PREPARE NEWS RELEASES FOR BASE PUBLICATION	77
B56 MAINTAIN ACCOUNTABILITY RECORDS OF NAF FUNDS	73
L662 ORDER HOBBY SHOP RETAIL MERCHANDISE	73

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